Foreign Affairs and International Trade Canada | Affaires étrangères et Commerce international Canada

Foreign Affairs and International Trade Canada

Report on Plans and Priorities 2010-2011

The Honourable Peter Van Loan
Minister for International Trade

The Honourable Lawrence Cannon
Minister of Foreign Affairs

Table of Contents

MINISTERS' MESSAGE 1

EXECUTIVE SUMMARY 3

SECTION 1: DEPARTMENTAL OVERVIEW 8

1.1 Raison d'être and Responsibilities 8
1.2 Strategic Outcomes and Program Activity Architecture 8
1.3 Planning Summary 9
1.3.1 Total Financial and Human Resources Table 9
1.3.2 Planning Summary Table 10

1.4 Contribution of Priorities to Strategic Outcomes 11
1.5 Risk Analysis 13
1.6 Expenditure Profile 15
1.6.1 Voted and Statutory Items Table ($ millions) .....

1.7 What's Ahead in Section 2 17

SECTION 2: ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME 18

2.1 Summary of DFAIT's Plans by Program Activity 18
2.2 Strategic Outcome 1: Canada's International Agenda 20
2.2.1 Program Activity 1: International Policy Advice and Integration 20
2.2.2 Program Activity 2: Diplomacy and Advocacy 22

2.3 Strategic Outcome 2: International Services for Canadians 25
2.3.1 Program Activity 3: International Commerce 25
2.3.2 Program Activity 4: Consular Affairs 28
2.3.3 Program Activity 5: Passport Canada 30

2.4 Strategic Outcome 3: Canada's International Platform 31
2.4.1 Program Activity 6: Canada's International Platform: Support at Headquarters 31
2.4.2 Program Activity 7: Canada's International Platform: Support at Missions Abroad 33

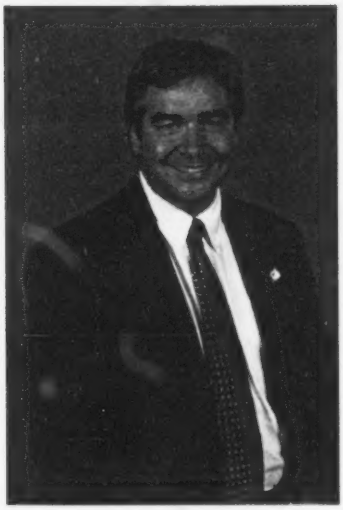
2.5 Internal Services 35

SECTION 3: SUPPLEMENTARY INFORMATION 37

3.1 Summary of Supplementary Information Tables 37

SECTION 4: CONTACT INFORMATION 38

Ministers' Message



The Honourable Peter Van Loan
Minister for International Trade

The Honourable Lawrence Cannon
Minister of Foreign Affairs

We are proud to present the Report on Plans and Priorities 2010-2011 for Foreign Affairs and International Trade Canada (DFAIT). This report demonstrates how DFAIT advances Canada's global agenda, with a determination to help strengthen Canada's economic prosperity, to ensure the security of Canadians and their interests, and to reflect our democratic values and to offer, in Canada and through our missions abroad, the most effective possible services to Canadians. In addition we are committed to modernize the department and align its operations to cope with emerging demands and changing global realities.

In the past year, DFAIT responded assertively to the issue at the top of the international agenda—the worldwide recession. Through efforts, such as the launch or negotiation of agreements on free trade, investment, and science and technology, DFAIT continued its implementation of the government's Global Commerce Strategy, which aims to help Canadians take full advantage of global commercial opportunities. The department also supported Canada's participation in Afghanistan, established constructive relationships with the new United States administration, advanced our engagement in the Americas, led development of Canada's Arctic policy, and began intense preparations for Canada's hosting of the G8 and G20 summits in 2010.

The G8 and G20 summits present unique opportunities to demonstrate Canadian leadership on the global stage. By building pragmatic and results-based agendas, Canada will demonstrate the effectiveness of each forum in addressing pressing global issues. The Muskoka G8 Summit will focus on international peace and security and development, where Canada will champion a signature initiative on Maternal and Under 5 Child Health. The Toronto G20 Summit will focus on core economic and financial issues, with a view to advancing and implementing key G20 commitments, including the Framework for Strong, Sustainable and Balanced Growth.

Also, over the next year, DFAIT will continue Canada's campaign for a UN Security Council seat for 2011-2012.

Given the government's commitment to ensuring that Canada continues to emerge strongly from the global recession, DFAIT will seek greater international economic opportunities for Canadian business, in keeping with the government's Global Commerce Strategy, particularly in relation to growing and emerging markets. For instance, DFAIT will work to advance Canada's negotiations with the European Union toward the Comprehensive Economic and Trade Agreement, while pursuing progress in the World Trade Organization's Doha Round and advancing bilateral accords with selected partners on trade, investment, and science and technology. The department will showcase Canada as a destination of choice for foreign investment and Canadian firms as attractive partners, including in the commercialization of innovation.

In Canada's own neighbourhood, DFAIT will continue close collaboration with the Obama administration on key issues, such as the global economy, Afghanistan, Haiti, energy and climate change. DFAIT will build on the agreement, reached in February 2010, which will enable Canadian companies to participate in United States infrastructure projects financed under the American Recovery and Reinvestment Act. The department will deepen Canada's engagement in the Americas and

showcase Canada as a reliable supporter of democratic rule, a preferred trading partner as well as a key actor in addressing security threats.

With regard to Canada's involvement in the North Atlantic Treaty Organization (NATO)-led Afghan mission, the department will continue to support Canada's whole-of-government engagement and coordination with international allies and partners to strengthen governance, to promote peace, and to improve security in Afghanistan. DFAIT will lead the development of an integrated strategy for the 2011 transition of Canada's mission in Afghanistan.

In 2010-2011, DFAIT will work to advance Canada's Arctic Foreign Policy. The department will continue to assert leadership with respect to Canadian sovereignty and advance collaboration with Arctic partners on issues such as the environment, development and governance.

Finally, DFAIT will further implement its transformation agenda to modernize its operations, through efforts that include enhancing Canada's international platform; strengthening security at missions abroad; as well as improving its accountability; its management of human and financial resources; and its commercial, consular and passport services for Canadians. All of these efforts will enhance the department's ability to deliver top quality policy advice and support to the government.

To learn more about all of DFAIT's plans for 2010-2011, we encourage all Canadians to read this report and to explore the department's comprehensive Internet presence.[1] We are confident that 2010-2011 will be another year of tangible achievements that provide real benefits to all Canadians.

[1] www.international.gc.ca

Executive Summary

What DFAIT Does: DFAIT is among the most complex departments in the Government of Canada, responsible for the conduct of Canada's international affairs, including global trade and commerce. DFAIT shapes Canada's responses to international issues and events, manages bilateral and multilateral relationships, and delivers programs worldwide. DFAIT advances Canada's interests globally, enables Canadians to be more engaged internationally, and provides services and assistance to Canadians abroad. Its activities include the delivery of policies, programs and services to Canadians.

DFAIT also manages Canada's network, which provides the infrastructure and services abroad that enable its own work and that of its 31 partners operating abroad.[2] As of January 2010, the Government of Canada's network comprised more than 300 points of service in 168 countries, including 173 missions abroad and 17 regional offices across Canada.[3] Within the network, consular services are provided at over 250 points of service, and commercial services are provided at 150 trade offices. As of the end of 2009, the department had just over 10,000 active employees in Canada and abroad.

DFAIT has three strategic outcomes: Canada's International Agenda, International Services for Canadians, and Canada's International Platform. The first outcome is about the practice of Canadian advocacy and diplomacy, reflecting the country's interests and values. The second outcome comprises provision of international commercial, consular and passport services to Canadians. The third refers to DFAIT's management of missions abroad on behalf of the Government of Canada.

DFAIT's Strategic Direction Going Forward: What follows is a brief explanation of how the department's five 2010-2011 priorities reflect evolving global realities, along with a summary of the main plans for each priority.

Priority #1: Greater economic opportunity for Canada, with a focus on growing/emerging markets

Canada's success in building a sustainable recovery and long-term competitive strength is fundamentally linked to its engagement with the global setting. It is for that reason that the pursuit of economic opportunity remains DFAIT's leading priority. With its world-class financial and banking system, its potential to become an energy superpower, its highly skilled labour force, and its competitive corporate tax rates, Canada is well positioned to succeed in world markets and to attract foreign investment. However, there are international developments that could adversely affect Canada, such as the uneven and potentially fragile economic recovery of Canada's major trading partners, persistent global financial imbalances, the slower-than-expected pace in concluding the World Trade Organization's Doha Round, and the threat of protectionism in many countries. In this context, there is a premium on the effective promotion and advocacy of Canada's economic interests. In support of the government's national competitiveness strategy (Advantage Canada) and Economic Action Plan, DFAIT will undertake the following initiatives:

- Through its new Integrative Trade Model initiative, DFAIT's trade commissioners will offer integrated and innovative solutions to clients, based on their needs and in line with government priorities, by leveraging the combined value of DFAIT's commerce network and by strengthening the network's capacity in key sectors.
- DFAIT will make an accelerated push to pursue economic opportunities in priority markets identified in the government's Global Commerce Strategy.[4] With a continuing focus on emerging markets, the department will bring to full operation the new Canadian trade offices in India, China and Brazil.
- DFAIT will continue negotiation of the Comprehensive Economic and Trade Agreement with the European Union, and seek to advance or conclude free trade agreements with other partners (e.g. Korea, the 15 Caribbean nations that make up CARICOM, the Dominican Republic, and Central American nations).
- DFAIT will work to brand Canada as a destination of choice for investment and to promote commercial partnerships between Canadian and international firms related to commercialization of innovation.
- DFAIT will pursue foreign investment promotion and protection agreements as well as science and technology partnership agreements with key countries.
- DFAIT will work with its portfolio partners, Export Development Canada (EDC) and the Canadian Commercial Corporation, to ensure Canadian firms have access to competitive and innovative financial products in order to sustain their success.[5]
- The G20 summit being hosted in Canada provides an invaluable opportunity to address issues such as financial reform, protectionism and other issues, as well as an occasion to showcase Canada as a business partner of advantage.

Priority #2: United States and the Americas

The United States remains Canada's most important economic and security partner, with some $2 billion in goods and services crossing the border daily. Canada's security and prosperity are inextricably linked to effective management of the

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[2] This includes federal departments and agencies, Crown corporations, provincial governments, other national governments and non-governmental organizations.

[3] At Canada's missions, the federal government is directly responsible for the staff, premises and assets. The missions can take the form of embassies, high commissions, embassies/high commissions (program) offices, offices of embassies/high commissions, representative offices, multilateral or permanent missions, consulates general, consulates, or consular agencies.

[4] www.international.gc.ca/commerce/strategy-strategie/index.aspx

[5] DFAIT's portfolio includes several organizations outside of the department's direct governance structure. See Section 4 for additional information on DFAIT's portfolio.

relationship with the United States on a range of bilateral, regional and global economic issues. The most significant plans are as follows:

- The department will continue to work through Canada's network of missions in the United States to further assist Canadian clients in accessing global value chains.
- DFAIT will continue collaboration with the United States, using a risk-based approach, to build a secure border that facilitates commerce and travel.
- The department will also build on the agreement, reached in February 2010, which will enable Canadian companies to participate in United States infrastructure projects financed under the American Recovery and Reinvestment Act.

Canada's engagement in the Americas is predicated on a whole-of-government approach that advances the key themes of democratic governance, prosperity and security in the region.[6] The department will continue to position Canada as a reliable supporter of democratic rule, a preferred trading partner and a key actor in addressing regional security threats. Key plans related to DFAIT's activities in the Americas include the following actions:

- DFAIT will broaden cooperation with key partners and work to increase the capacity of regional institutions, like the Organization of American States (OAS), in areas such as combating crime, conflict prevention and peace operations.
- DFAIT will deepen Canada's involvement in international efforts to help Haiti recover and rebuild, following the January 2010 earthquake. Canada has already shown leadership in hosting the Ministerial Preparatory Conference of the Group of Friends of Haiti, which was held in Montreal in late January 2010.

Priority #3: Afghanistan, including in the context of neighbouring countries

The NATO-led mission remains Canada's priority. Afghanistan's stability and development is fundamental to regional stability and to Canada's own security. An international consensus on the way forward, led by President Obama's new strategy announced in late 2009 and the conclusions of the London Conference of January 2010, commits all sides to greater progress. The most significant plans are as follows:

- Over the coming year, Canada will continue to work toward an Afghanistan that is democratic, self-sufficient and stable. One objective will be to create a more secure Kandahar that is better governed and supported by a more capable national government that can deliver basic services to its citizens.
- DFAIT will lead development and implementation of an integrated strategy for the 2011 transition of Canada's mission in Afghanistan. This will emphasize analysis of the civilian role beyond 2011, development and diplomatic efforts to help increase the security capacity of Afghan National Security Forces, and strengthening of governance and respect for human rights.
- In relation to neighbouring countries, DFAIT will work to strengthen international engagement on Pakistan, through the multilateral Friends of Democratic Pakistan process as well as with key allies and regional players, including China, Japan, South Korea, Australia, and India.

Priority #4: Asserting Canadian leadership in emerging global governance

The emergence of a multi-polar world has fundamentally challenged the capacity of conventional global governance to deal with issues of global impact. The urgent need to address challenges arising from the worldwide recession, such as the reform of global financial architecture, as well as horizontal issues such as climate change have, in part, accounted for the rising interest in, and influence of, the G20. In hosting the G8 and G20, Canada will have a unique opportunity to exert influence in the search for innovative solutions to an array of global challenges. Key plans include the following:

- The department will provide intensive support for Canada's **hosting of the G8 and G20 summits** in June, 2010, not only in ensuring efficient organization and logistics but in shaping meaningful, innovative outcomes across a range of issues.
- Canada will use its **G8 chairmanship** to support development objectives such as maternal and child health in the developing world, and to build consensus on shared challenges in peace and security.
- DFAIT will continue Canada's campaign for a seat on the **UN Security Council** for 2011-2012.

Overall, DFAIT will continue its efforts to ensure that Canada's values and interests are reflected in multilateral forums, including those of the UN, the G8 and G20, La Francophonie, and NATO as well as regional organizations. DFAIT delivers results related to its priorities through diplomacy and advocacy, bilaterally and multilaterally. Canada's efforts to improve human rights, democratic governance, and corporate social responsibility around the world serve to protect Canadians and their interests at home and abroad.

With regard to the Arctic, a region of growing global interest in terms of commerce, resources and transportation, DFAIT will continue to develop and promote Canada's Arctic Foreign Policy[7]—the international dimension of the Government of Canada's Northern Strategy.[8] The department will work bilaterally with other Arctic partners, within the Arctic Council, with the five Arctic coastal states and in other multilateral forums to assert Canada's Arctic sovereignty and to promote collaboration on issues of environment, economic and social development, and governance.

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[6] www.geo.international.gc.ca/cip-pic/pdf/Americas_report_ENG.pdf
[7] www.international.gc.ca/ministers-ministres/Cannon-Arctic_Foreign_Policy-Politique-etrangere-arctique.aspx?lang=eng#Context-Arctic
[8] www.northernstrategy.ca/index-eng.asp

Priority #5: Transforming the department

The rapidly changing nature of the international environment has required the department to undertake comprehensive actions to modernize all aspects of its operations. DFAIT must ensure that it is as agile and responsive as possible in order to be able to address the risks and to take advantage of the opportunities generated by new global realities. It is against this backdrop that a comprehensive transformation agenda to modernize the department was launched in 2008, an effort that will continue in 2010-2011.

- DFAIT will continue improvements to its governance structure, to its delivery of commercial, consular, and passport services, and to its management of Canada's mission network on behalf of the entire government.
- In line with its Integrated Trade Model initiative, DFAIT will create trade commissioner positions within up to 10 national industry associations across Canada to begin development of global strategies for key sectors. This initiative reflects DFAIT's commitment to deepen its partnership with the private sector in helping to increase the global competitiveness of Canadian businesses.
- DFAIT will continue its ambitious reallocation of its human resources abroad, which began in 2007-2008. By 2011-2012, a total of 400 positions will have been moved to missions in priority countries and emerging markets as well as to regional offices across Canada. At the same time, the number of headquarters positions will be reduced by 400.
- This shift will include reallocation of some positions to DFAIT's Regional Services Centre for Europe, the Middle East, and Africa, which was launched in fall 2009 for the purpose of improving operational agility and client service. Over the planning period, DFAIT will design and implement two more of these centres, for the Americas and the United States respectively.
- In renewing its business model, DFAIT will aim for greater economy and effectiveness, while strengthening its policy and program delivery capacity. Finally, it will make ongoing improvements to its human resources and financial management, and increase its accountability.

Other Important Ongoing Work: Some other important initiatives over the planning period involve the delivery of critical services to Canadians, as follows:

- The department will continue to advance Canada's interests in the area of **non-proliferation of weapons and materials of mass destruction**. It will work with the UN Security Council and like-minded partners to address Iran's nuclear program and contribute to the success of the Nuclear Security Summit by laying groundwork at the G8 Foreign Ministers' Meeting and at the Non-Proliferation Treaty Review Conference.
- To strengthen its consular and emergency response in Canada and abroad, DFAIT will establish an **Emergency Watch and Response Centre**. The centre will address all hazards outside Canada (e.g. those related to security, consular issues, pandemics and natural disasters).
- Passport Canada will further strengthen the integrity and security of Canadian travel documents by continuing to work toward implementation of the **ePassport**, which incorporates a computer chip, and through improved means of verifying the identity of passport applicants.

The Indispensable Role of the Missions: Canada's missions abroad—which perform varying combinations of political, bilateral, multilateral, trade-related, and consular work—are an indispensable element in DFAIT's efforts to carry out its core business. The missions are also an invaluable source of information for the Government of Canada in relation to Canada's contribution to the policy-setting agenda of the international community. They provide Canada with a formal global presence: 173 missions in 107 countries (37 in Africa and the Middle East, 37 in Asia-Pacific, 45 in Europe, 26 in Latin America and the Caribbean, and 28 in North America). DFAIT regularly assesses its mission network and makes adjustments, as required (i.e. openings, closings and resource reallocations), to ensure full alignment with government and departmental priorities and to enable the most effective response to changing circumstances. Canada's missions abroad integrate and coordinate the government's international activities.

DFAIT's overall focus throughout the planning period with respect to the missions will be to emphasize the network's role as a platform for horizontal alignment and policy development. For instance, it will develop a department-wide emergency management training program that will first be offered to key players, such as heads of missions and management-consular officers of the Foreign Service. And, it will provide increasingly consistent, strategic support in managing consular cases and directing other services to Canadians abroad, while strengthening engagement with missions and international partners in the management of complex situations.

Financial Summary: In fiscal year (FY) 2010-2011, DFAIT is planning to spend $3,212 million. As indicated in the table below, DFAIT's budget is made up of the foreign affairs and international trade component as well as the Export Development Canada component (the Canada Account). For the foreign affairs and international trade component, the total planned spending is relatively stable throughout the planning period. However, there are variances that are largely the result of specific initiatives not being funded equally over the three fiscal years, as follows: funding for the 2010 G8 and G20 summits ($78 million in FY 2010-2011 only); initial funding related to Haiti ($17.3 million in FY 2010-2011 only); and funding related to Afghanistan ($32 million in FY 2010-2011 only).

EDC (Canada Account) is a Crown corporation in DFAIT's portfolio that provides financing and insurance solutions to Canadian firms. Under the Export Development Act, the Minister for International Trade (with the concurrence of the Minister of Finance) may authorize EDC (Canada Account) to undertake transactions that go beyond its normal risk parameters but are deemed by the government to be in the national interest. Such transactions are facilitated through the Canada Account. While

EDC administers the Canada Account, DFAIT is responsible for it. However, Canada Account transactions have no impact on DFAIT's departmental spending, since they are separately funded through statutory authorities.

Financial Resources ($ millions)			
Planned spending	**2010-2011**	**2011-2012**	**2012-2013**
DFAIT component	3,045	2,919	2,851
Export Development Canada (Canada Account)	167	(211)	(206)
Total for DFAIT	3,212	2,708	2,645

Broken down by strategic outcome (as per the Program Activity Architecture or PAA), DFAIT's planned spending in FY 2010-2011 will be as follows: Strategic Outcome 1 (Canada's International Agenda): $1,430 million–44 percent of total planned spending; Strategic Outcome 2 (International Services to Canadians): $806 million–25 percent; Strategic Outcome 3 (Canada's International Platform): $888 million–28 percent; and Internal Services: $88 million–3 percent.

The department is planning to spend about 44 percent ($1,430 million) of its total budget to support the first strategic outcome. This includes $617 million in assessed contributions to international organizations, such as the United Nations Organization, the United Nations Peacekeeping Organizations, and the World Health Organization. It also includes $175 million for the Global Peace and Security Fund, $108 million for the Global Partnership Program, and $31 million for the Anti-Crime Capacity Building Program.

About 25 percent ($806 million) of DFAIT's budget is intended to support the second strategic outcome. This includes EDC (Canada Account) loans ($167 million), over $49 million for the Global Commerce Strategy, $33 million for the new Consular Services and Emergency Management Branch, and over $321 million for Passport Canada operational expenditures.

The remaining 28 percent ($888 million) of DFAIT's total planned spending supports Canada's international platform, which is used by DFAIT and 31 partners that operate at missions abroad. This includes $213 million at DFAIT headquarters in support of Canada's network of missions abroad, and $376 million at missions abroad for common services.

Planned expenditures of the department's Internal Services will amount to over $88 million, allocated against all three strategic outcomes.[9]

Like other federal departments and agencies, DFAIT faces budgetary constraints. It has made—and will continue to make—cumulative contributions to government-wide reallocation exercises of over $195 million in FY 2010-2011, as well as more than $214 million on an ongoing annual basis, starting in FY 2011-2012.

For FY 2010-2011 to FY 2012-2013, the department's total spending will correspond to existing reference levels, plus funding for items approved after finalization of its 2010-2011 Main Estimates submission. Given that the department operates worldwide, its annual expenditures are influenced by fluctuations in foreign currencies, varying rates of foreign inflation, and changes in assessed contributions related to Canada's memberships in international organizations.

Performance Management: DFAIT's regular and ongoing assessment of its program and management performance is linked to its Management Resources and Results Structure (MRRS), which identifies its governance structure, as well as to its three strategic outcomes, Program Activity Architecture, and Performance Measurement Framework. The department's governance structure includes four boards that oversee the work pertaining to each strategic outcome as well as to Internal Services. These boards, made up of relevant assistant deputy ministers and directors general, report to Executive Council as well as to the transformation and resource management committees.

The Performance Measurement Framework shows how DFAIT's financial and human resources link to its expected results, and identifies the relevant positions accountable for those results. DFAIT's performance indicators are associated with the framework, the performance agreements of its staff, and its annual Management Accountability Framework (MAF) assessment conducted by Treasury Board of Canada Secretariat (TBS). The MAF is structured around 10 key elements that collectively define management and establish expectations for good management of a department. DFAIT will update its MRRS-PAA for 2011-2012.

In keeping with TBS requirements, only a few of the full range of DFAIT's performance indicators are mentioned here. At the strategic-outcome and program-activity levels of the Performance Measurement Framework, the department generally uses indicators associated with client feedback or an assessment of social and economic impact. At other levels of the framework, DFAIT uses different types of effectiveness and efficiency indicators, as well as the results of regularly scheduled risk-based audits and evaluations (see more detail about results-based management in the Internal Services subsection of Section 2).

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[9] As per requirements of Treasury Board of Canada Secretariat, DFAIT is reporting on Internal Services as Program Activity 8. The other seven program activities align with one of the strategic outcomes (i.e. International Policy Advice and Integration, and Diplomacy and Advocacy with the first strategic outcome; International Commerce, Consular Affairs, and Passport Canada with the second strategic outcome; and Canada's International Platform: Support at Headquarters, and Canada's International Platform: Support at Missions Abroad with the third strategic outcome.

Through its transformation agenda, DFAIT seeks to reinforce a business culture of continuous innovation and improvement, in part by strengthening its performance management.

Ahead in Section 1: Section 1 explains DFAIT's raison d'être and responsibilities, its strategic outcomes and Program Activity Architecture, planning summary, risk analysis, and expenditure profile.

Section 1: Departmental Overview

1.1 Raison d'être and Responsibilities

This *Report on Plans and Priorities* (RPP) provides Canadians with information on what DFAIT expects to achieve over a three-year planning period, beginning in 2010-2011.

DFAIT's specific areas of responsibility include international peace and security, global trade and commerce, diplomatic and consular relations, administration of the Foreign Service and Canada's network of missions abroad, and development of international law and its application to Canada. DFAIT promotes Canada's interests and the security and prosperity of Canadians, and advances the Canadian values of democracy, human rights, the rule of law and environmental stewardship. The department's founding legislation is the Department of Foreign Affairs and International Trade Act, RSC 1985, c. E-22, which lists its legislated responsibilities (see Our Mandate).[10]

The department provides ongoing benefits to Canadians, as follows:

- It ensures that the Government of Canada speaks and acts in a unified and cohesive manner with respect to the formulation and implementation of foreign and trade policies and programs, by leading a government-wide approach to these efforts, including response to crises. Working with partner departments, DFAIT is the principal source of information, intelligence, and advice for the Government of Canada on international issues, conditions and trends.
- It concentrates its human and financial resources on its core business (i.e. peace and security, trade and investment, and international law and human rights) in order to advance Canada's global agenda related to these issues as effectively as possible, while making full use of its diplomatic and geographic expertise worldwide.
- It generates international opportunities for Canadian business by promoting international trade and commerce through initiatives such as negotiation of agreements to open and/or expand markets, facilitation of two-way trade and investment, and encouragement of innovation by means of international partnerships for science and technology commercialization.
- It provides Canadians with international commercial, consular, and passport services as well as timely and practical information on international issues and travel.
- It manages Canada's network of 173 missions worldwide (i.e. the Government of Canada's international platform) from a government-wide perspective, thereby enabling not just its own global operations but also those of its partners operating at mission abroad. Canada's missions abroad integrate and coordinate the government's international activities.
- Mission activities include advocating Canadian policies and perspectives internationally; building and maintaining relationships to raise Canada's profile and help advance advocacy of Canadian objectives; interpreting economic, social and political trends and information in terms of what they mean to Canada and Canadians; managing Canada's international business development, including promotion of exports, attraction of investment and positioning of Canada as a dynamic innovation partner; providing consular and passport services; and supplying infrastructure and services to enable the international operations of federal and other partners working at missions abroad.

1.2 Strategic Outcomes and Program Activity Architecture

DFAIT's Program Activity Architecture clearly identifies the department's strategic direction by listing its three complementary strategic outcomes (i.e. the long-term, enduring benefits to Canadians that the department strives to achieve). The first strategic outcome is about the practice of Canadian advocacy and diplomacy while reflecting the country's interests and values. The second is about the provision of international commercial, consular, and passport services to Canadians. The third concerns the department's management of missions abroad on behalf of the Government of Canada. Together, the strategic outcomes reflect the department's leadership role in formulating, coordinating and carrying out the federal government's foreign and trade policies and programs. The department's strategic outcomes provide the foundation for all its activities.

Cascading in a logical manner from the three strategic outcomes in the PAA are the department's seven supporting program activities.

- In carrying out International Policy Advice and Integration, the department provides strategic direction, intelligence and advice on foreign policy and economic issues; researches and analyzes foreign and trade policy issues, drawing on input from across the department as well as from federal partners; develops policies and programs to address those issues; and ensures coherence, integration and coordination of foreign and trade policies and programs across government.
- In undertaking Diplomacy and Advocacy, DFAIT engages Canadian stakeholders and partners as well as foreign governments and international players; raises awareness and understanding of Canada's policies, interests and values as they pertain to the government's international agenda; and delivers programs on Canada's behalf to address specific international issues.
- In relation to International Commerce, the department works to expand the participation of Canadian business in world markets and to increase the interaction of Canadian entrepreneurs with global business partners, and promotes Canada as a competitive location and partner for investment, innovation and value-added production.
- With respect to Consular Affairs, DFAIT provides Canadians with information and advice on safe travel to foreign countries; and helps Canadians abroad to handle trouble or emergencies.

[10] www.dfait-maeci.gc.ca/department/mandate-en.asp

- Passport Canada—a special operating agency—focuses on management and delivery of passport services. It is responsible for the issuance, revocation, refusal, recovery, and use of Canadian passports.
- With respect to Canada's International Platform: Support at Headquarters, the department manages and delivers common services to federal and other partners with representation at Canada's missions abroad.
- With regard to Canada's International Platform: Support at Missions Abroad, DFAIT ensures that common services are in place at missions and coordinates them on site to support the international operations of the entire Government of Canada as well as the operations of federal and other partners with representation at the missions.

Finally, Internal Services are activities that make possible all of the department's operations. Without Internal Services, the department could not carry out its mandated functions or advance its strategic outcomes. Because Internal Services are included in the department's Program Activity Architecture, they have been presented as a separate program activity since the 2008-2009 *Departmental Performance Report*. Treasury Board of Canada Secretariat divides Internal Services into three broad categories: governance and management support; resource management services; and asset management.

Strategic Outcome 1: Canada's International Agenda	Strategic Outcome 2: International Services for Canadians	Strategic Outcome 3: Canada's International Platform
The international agenda is shaped to Canada's benefit and advantage in accordance with Canadian interests and values.	Canadians are satisfied with commercial, consular and passport services.	The Department of Foreign Affairs and International Trade maintains a mission network of infrastructure and services to enable the Government of Canada to achieve its international priorities.
Program Activity 1: International Policy Advice and Integration	Program Activity 3: International Commerce	Program Activity 6: Canada's International Platform: Support at Headquarters
Program Activity 2: Diplomacy and Advocacy	Program Activity 4: Consular Affairs Program Activity 5: Passport Canada	Program Activity 7: Canada's International Platform: Support at Missions Abroad
Program Activity: Internal Services		

1.3 Planning Summary

The planning summary presents financial and human resources information for the three-year planning period covered by this report. It also provides a breakdown of planned spending by program activity, and shows how each program activity aligns with overall Government of Canada outcomes.

1.3.1 Total Financial and Human Resources Table

Financial Resources ($ millions)			Human Resources (FTEs)		
2010-2011	2011-2012	2012-2013	2010-2011	2011-2012	2012-2013
3,211.9	2,707.9	2,645.5	13,259	13,510	13,964

Full-time equivalents (FTEs) are different from the number of staff the department has. One FTE is equivalent to one full-time worker, and an FTE of 0.5 is equivalent to one half-time worker.

The above figures project a decline in financial resources, which is attributable to variations in the future-year forecasts of EDC's Canada Account activity and to the incremental planned expenditures occurring only in FY 2010-2011 for the hosting of the G8 and G20 summits in 2010. Adjusting for these factors, the department's remaining budget and levels of planned spending will remain relatively stable over the planning period. The projected growth in human resources (FTEs) results from Passport Canada's plan to increase its workforce in order to meet an anticipated demand for passport services.

1.3.2 Planning Summary Table

Strategic Outcome 1: Canada's International Agenda	
Performance Indicators	**Targets**
Percentage of international partners and institutions that recognize and support key Canadian positions	Obtain baseline information.

Program Activity	Forecast Spending 2009-2010 ($ millions)	Planned Spending ($ millions)			Alignment to Government of Canada Outcomes
		2010-2011	2011-2012	2012-2013	
International Policy Advice and Integration	166.9	215.4	128.1	125.3	A Safe and Secure World through International Cooperation
Diplomacy and Advocacy	1,222.6	1,214.9	1,154.0	1,152.0	A Safe and Secure World through International Cooperation
Total Strategic Outcome 1	1,389.5	1,430.2	1,282.1	1,277.3	

Strategic Outcome 2: International Services for Canadians	
Performance Indicators	**Targets**
Percentage of clients who were satisfied with consular, passport, and commerce services provided by the department	70%

Program Activity		Forecast Spending 2009-2010 ($ millions)	Planned Spending ($ millions)			Alignment to Government of Canada Outcomes
			2010-2011	2011-2012	2012-2013	
International Commerce	DFAIT component	224.4	248.5	248.0	247.3	A Prosperous Canada through Global Commerce
	EDC (Canada Account) component	9,301.0	167.0	(211.1)	(205.5)	
Total International Commerce		9,525.4	415.5	36.9	41.8	
Consular Affairs		61.0	69.6	58.2	58.2	A Safe and Secure World through International Cooperation
Passport Canada		348.9	321.0	362.5	347.4	A Safe and Secure World through International Cooperation
Total Strategic Outcome 2		9,935.3	806.1	457.6	447.4	

Strategic Outcome 3: Canada's International Platform	
Performance Indicators	Targets
Percentage of clients who responded favourably to common services they received	75%

Program Activity	Forecast Spending 2009-2010 ($ millions)	Planned Spending ($ millions)			Alignment to Government of Canada Outcomes
		2010-2011	2011-2012	2012-2013	
Canada's International Platform: Support at Headquarters	383.4	356.1	354.6	309.3	A Safe and Secure World through International Cooperation/A Prosperous Canada through Global Commerce
Canada's International Platform: Support at Missions Abroad	526.0	531.9	537.7	541.7	A Safe and Secure World through International Cooperation/A Prosperous Canada through Global Commerce
Total Strategic Outcome 3	909.4	888.1	892.4	851.1	

Strategic Outcome: Internal Services (support all strategic outcomes and program activities)					
Program Activity	Forecast Spending 2009-2010 ($ millions)	Planned Spending ($ millions)			Alignment to Government of Canada Outcomes
		2010-2011	2011-2012	2012-2013	
Internal Services	93.2	87.4	75.8	69.7	

1.4 Contribution of Priorities to Strategic Outcomes

This table lists the department's priorities, shows their linkage to the PAA and identifies the most significant plans related to each of them.

Operational Priorities	Type	Links to Strategic Outcomes	Description
Greater economic opportunity for Canada, with a focus on growing/emerging markets	Ongoing	Strategic Outcome (SO) 1, 2 Program Activity (PA) 1, 2, 3	**Why this is a priority:** In uncertain and challenging economic times, continued trade liberalization and increasing access to new and traditional markets are fundamental to protecting and advancing Canada's prosperity. Canada must secure favourable terms of access to key markets as well as to the investment and innovation opportunities where Canadian commercial interests are greatest. **Plans for meeting the priority:** DFAIT will contribute to economic recovery and opportunity by continuing to implement the Global Commerce Strategy to boost Canadian commercial engagement in the world, with a focus on growing and emerging markets.[11] DFAIT will seek to advance negotiations toward the Comprehensive Economic and Trade Agreement (CETA) with the European Union. The department will also advance Canada's trade and investment liberalization and market access interests bilaterally and in multilateral forums such as Asia-Pacific Economic Cooperation) (APEC), and the G8/G20 as well as by seeking a successful conclusion to the Doha Round. The department will continue to showcase Canada's advantages as a destination for foreign direct investment through a global visibility campaign, expanded global R&D partnerships, and promote commercialization of innovation. It will also promote Canada's Asia-Pacific Gateway and Corridor Initiative.

[11] www.international.gc.ca/commerce/strategy-strategie/index.aspx

Operational Priorities	Type	Links to Strategic Outcomes	Description
United States and the Americas	Ongoing	SO 1 PA 1, 2, 3	**Why this is a priority:** The United States is Canada's most important economic and security partner (see Canada-U.S. Relations).[12] Management of the shared border to promote economic recovery and to enhance competitiveness is a key element of the bilateral relationship. The shared border must ensure security while facilitating the flow of goods, people and commerce. The 2009 change in the United States administration has presented a critical opportunity to reinvigorate the close relationship and to advance cooperation on key issues such as security cooperation, trade liberalization and energy. This priority involves strategic engagement with Mexico and other countries of the hemisphere with which Canada shares interests and concerns and where, as emerging economies, they present Canada with new opportunities. **Plans for meeting the priority:** DFAIT will build on its engagement with the United States, focusing on competitiveness, the global economy, trade, investment and innovation relations, peace and security, Afghanistan, Haiti, counterterrorism, security issues at the border, trans-boundary water management, energy and climate change, and the Arctic. The department will promote and protect Canada's trade, investment and innovation interests in North America (e.g. by advocating on behalf of Canadian exporters on the "Buy American" issue). The department will increase Canada's whole-of-government engagement with Mexico, focusing on Canadian competitiveness, security, human rights and hemispheric interests. DFAIT will deepen its whole-of-government engagement in the Americas by building on synergies and concentrating efforts for greater impact. DFAIT will lead Canada's efforts in Haiti and ensure that the Americas are included on the agendas of multilateral forums, such as the G8 and G20, and figure prominently in Canada's relationship with the United States and Mexico. Furthermore, DFAIT will assert Canadian leadership as the host of the 2011 Inter-American Development Bank meeting and will pursue greater trade liberalization, particularly with CARICOM, including the Dominican Republic and Central America, while continuing to advocate for improved market access for Canadian companies in the Brazilian market. DFAIT will continue to assert Canada's leadership role in regional forums, particularly the Organization of American States (OAS), and in areas such as corporate social responsibility and human capital development. It will also ensure a coherent Canadian response to crises in the hemisphere.
Afghanistan, including in the context of neighbouring countries	Ongoing	SO 1, 2, 3 PA 1, 2, 3, 4, 5, 7	**Why this is a priority:** Canada is in Afghanistan at the request of that country's government and in accordance with UN resolutions authorizing a NATO-led multinational security force. Canada's ultimate aim is to leave Afghanistan to Afghans in a country that is better governed, more peaceful, more secure and less likely to be a source of regional and global instability. **Plans for meeting the priority:** DFAIT will take the lead in developing and implementing an integrated strategy for the 2011 transition of Canada's mission in Afghanistan, with a focus on development and diplomatic efforts that will, among other things, help develop the security capacity of the Afghan National Security Forces and strengthen governance and respect for human rights. In the meantime, the department will continue to support Canada's whole-of-government engagement in Afghanistan and coordination with international allies and partners. This will include pressing for progress on the three Afghanistan priorities for which the department is responsible: Afghanistan-Pakistan border management; the Afghan National Police, justice and corrections in Kandahar province; and support for Afghan-led reconciliation.

[12] www.canadainternational.gc.ca/can-am/bilat_can/index.aspx?lang=eng&menu_id=146&menu=L

Operational Priorities	Type	Links to Strategic Outcomes	Description
Asserting Canadian leadership in emerging global governance	New	SO 1, 2 PA 1, 2, 3	**Why this is a priority:** In an uncertain multi-polar world, Canada must play a lead role in emerging global governance. DFAIT will leverage high-profile events such as the G8/G20 to develop innovative international responses to global challenges in the areas of economic recovery, financial reform, peace and security, development, energy and climate change. **Plans for meeting the priority:** In addition to raising Canada's visibility at the UN Security Council, Canada will prepare and negotiate Canadian policy priorities with international partners as President of the G8 and as host of both the G8 and G20 summits in 2010. This work will showcase Canada as a dynamic partner and a global policy leader on economic, environmental, development, as well as security-related issues such as nuclear security and the threats posed by fragile states and counterterrorism. This priority includes positioning Canada as a leading Arctic nation, working with other Arctic states and the Arctic Council.
Transforming the department	Ongoing	SO 1, 2, 3	**Why this is a priority:** This priority is in keeping with the results of DFAIT's 2007 strategic review, the purpose of which was to reinvigorate the department's structure and operations. The transformation process will create a modern, integrated 21st-century foreign and trade ministry, flexible in responding to future needs while focused on its core mandate. It will ensure the right people are in the right places serving Canadians and making a difference in the world, and will be able to generate continuous innovation and new thinking. **Plans for meeting the priority:** DFAIT's ambitious organizational renewal involves ensuring closer alignment with government priorities, strengthening the international platform, improving services to Canadians, focusing on core business, strengthening accountability and financial management, and renewing human resources. The department will increase its focus on transformation at missions and regional offices. DFAIT will strengthen its policy capacity, simplify business practices, and renew the department's business model with a view to both economy and effectiveness.

1.5 Risk Analysis

Departmental operations are constantly affected by global trends and events. A major objective of the department's ongoing transformation process is to ensure that DFAIT can be as flexible and prepared as possible to address sudden changes in the international landscape.

Risks may be defined as the effect of uncertainty on the achievement of an organization's objectives. The department addresses uncertainty and possible exposure to risks by identifying key potential events or circumstances and estimating their likelihood and impact. Risk analysis is used to develop mitigation strategies directed at reducing or preventing any impairment of DFAIT objectives and/or at seizing opportunities to ensure their achievement. However, it should be noted that mitigation, especially in dealing with externally oriented risks, is usually more complicated to achieve, particularly in the short term. The ongoing integration of risk management, planning and performance management functions at DFAIT assists in addressing such challenges. Key strategic risks for the department are described below, and plans for managing them are set out in the table that follows.

Highly volatile economic and political conditions at home and abroad: Canada is likely to be affected in an ongoing manner by the world financial crisis of 2009 and the fragile recovery now under way. Potential impacts include reduced demand for Canadian exports in some key markets, increased protectionism related to higher levels of unemployment in some countries, greater constraints on the fiscal positions of many national governments, and unexpected changes in the global policy or regulatory framework. This risk also includes geopolitical shifts under way before the financial crisis that may now accelerate to some degree, with uncertain consequences.

Challenges in providing services to Canadian citizens abroad and protection of Government of Canada personnel, interests and assets: More and more, Canadians are travelling and living abroad. The changing profile of Canadian travellers, their increased travel to remote and/or dangerous destinations, and their pursuit of business in areas of the world that involve heightened political and economic risks are all factors that complicate DFAIT's efforts to provide services to Canadians at home and abroad. At the same time, natural disasters and human-related acts have the potential to affect the security of Government of Canada personnel, interests and assets abroad, as well as DFAIT's capacity to respond to humanitarian crises abroad.

Challenges related to external and internal communications: DFAIT's external communications are expected to face risks due to a number of factors, including the increased complexity of coordinating multi-partner communications, technological changes, and organizational dispersion. Because coherent internal communications about the department's transformation agenda will likely present challenges, it will be a top corporate priority.

Competition for resources to support departmental priorities and change management: There is a risk that, during upcoming phases of DFAIT's transformation initiative and imposition of fiscal restraints, its alignment of resources may not be

allocated effectively in support of its priorities and change management on account of inadequate priority setting and alignment of resources to core business.

Existing and evolving challenges with human resources, financial and information management systems for decision making and reporting: Today's rapidly changing international environment is expected to place an increasing onus on the latest information for decision making. Reporting will continue to be a crucial function. DFAIT will need to continue to address deficiencies in resource management practices and inadequate inter-operability among its human resources, financial and information systems that could impede resource planning, decision making and reporting.

Erosion of human and knowledge capital: As a knowledge-based organization, DFAIT recognizes that its success depends on attracting, developing and retaining a highly skilled and adaptable workforce. DFAIT has three key categories of employees: rotational, non-rotational, and locally engaged. Many factors affect DFAIT's ability to recruit and retain employees, including a rapidly changing and volatile international landscape, competition across government for employees in key occupational groups, and inadequate career development and advancement opportunities.

The table below summarizes the top six risks and explains the main mitigation strategies.

Key Risks	Linkages with PAA	Key Risk Management Measures
Highly volatile economic and political conditions at home and abroad	SO 1, 2 PA 1, 2, 3	• Coordination of the Government of Canada's global responses • Seizing of opportunities to assert Canadian leadership, interests and values • Intelligence from missions • Ongoing implementation of the Global Commerce Strategy (Priority 1) • Work related to United States and the Americas (Priority 2) • Strengthening of Canada's international network and expansion of the department's regional presence to support Canadian foreign and trade policies and programs, including services for Canadian businesses • Focus on core businesses and strengthening of policy capacity, including Canadian leadership in emerging global governance (Priorities 4 and 5)
Challenges in providing services to Canadian citizens abroad and protection of Government of Canada personnel, interests and assets	SO 1, 2, 3 PA 1, 2, 4, 5, 6	• Integration and coordination of the Government of Canada's responses • Initiatives to enhance security at missions abroad • Policy discussions to explore opportunities and risks associated with the global citizens theme • Implementation of the Emergency Watch and Response Centre, Regional Emergency Support Offices, and enhancement of surge capacity • Emergency management training program
Challenges related to external and internal communications	SO 1, 2, 3 All PAs and Internal Services	• DFAIT outreach strategy to partners and allies • Transformation communications and engagement strategy
Competition for resources to support departmental priorities and change management	SO 1, 2, 3 All PAs and Internal Services	• Implementation of December 2009 Financial Resources Management Action Plan • Redefinition of the business model to deliver on financial commitments made in DFAIT's strategic review and to bring about further efficiencies
Existing and evolving challenges with human resources, financial and information management systems for decision making and reporting	SO 1, 2, 3 All PAs and Internal Services	• December 2009 Financial Resources Management Action Plan • Network monitoring and security measures
Erosion of human and knowledge capital	SO 1, 2, 3 All PAs and Internal Services	• Integrated Human Resources Plan for 2009-2012 • Nomination of a champion for the Commerce (CO) and Economics and Social Science Services (EC) community • Establishment of a governance structure for management of locally engaged staff • Creation of a managers' network in April 2009 to recognize, engage and equip middle managers

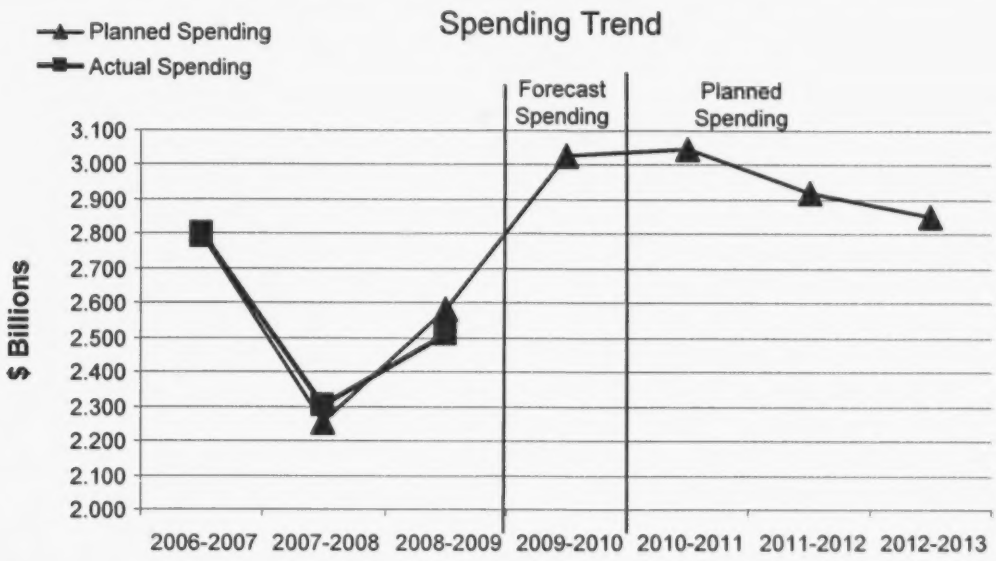
The department will continue to identify key risks and monitor the efficacy of its mitigation strategies. DFAIT will also continue to strengthen its integrated risk management function to meet evolving risk exposures and to create tangible improvements in strategic planning, service delivery, policy making, decision making and accountability. With regard to risk management practices, the department will develop ongoing guidance and tools to support a balance between accountability and the web of rules and to make sure that employees are ready to take well-informed risks.

1.6 Expenditure Profile

For the 2010-2011 fiscal year (FY), the department plans to spend $3,212 million. This amount includes its FY 2010-2011 budgetary appropriation of $2,567 million approved in the Main Estimates, as well as $157 million in new planned spending, $321 million in projected revenues that Passport Canada will spend in support of its operations, and $167 million in planned spending by EDC (Canada Account). Details on the planned spending of each DFAIT program activity can be found in Section 2.

In 2007, the department reviewed the funding, relevance and performance of all its programs and spending to ensure results and value for taxpayers' money. The results of that review are reflected in the department's forecast spending amounts for the three-year planning period.

The graph below shows the department's spending trend from FY 2006-2007 to FY 2012-2013. It excludes EDC (Canada Account) disbursements in order to show the most accurate analysis possible of DFAIT's own budgetary trends. EDC's total Canada Account transactions vary significantly from year to year and represent statutory non-budgetary funding.



Annual spending varies as a result of many factors, including expenditures related to one-time initiatives. For example, the 2006-2007 spending figures increased by over $500 million due to payments made pursuant to the finalization of the United States-Canada softwood lumber agreement.

From FY 2006-2007 to FY 2009-2010, DFAIT's total spending included all parliamentary appropriations and revenue sources (i.e. Main Estimates, Supplementary Estimates, funding from Treasury Board of Canada Secretariat for collective bargaining and horizontal initiatives, and revenues from passport fees). For the FY 2010-2011 to FY 2012-2013, the department's total spending corresponds to existing reference levels, plus funding for items approved after finalization of its 2010-2011 Main Estimates submission.

Given that the department operates worldwide, its annual expenditures are influenced by fluctuations in foreign currencies, varying rates of foreign inflation, and changes in assessed contributions related to Canada's memberships in international organizations. Since FY 2006-2007, the department's reference levels have been augmented as a result of incremental funding for significant new initiatives, such as implementation of the Canada-United States Softwood Lumber Agreement, ongoing work of the Counter-Terrorism Capacity Building Program, creation of the Consular Services and Emergency Management Branch, transfer of the Investment Cooperation program to DFAIT from the Canadian International Development Agency, and continued implementation of the Global Commerce Strategy, as well as for measures to strengthen the departmental network abroad. Over the same period, the department has contributed significantly to a number of government-wide restraint exercises and, as a result, has had its reference levels reduced by $188 million in FY 2009-2010 and by $195 million in FY 2010-2011. A further annual reduction of $214 million will begin in FY 2011-2012.

There are significant differences between planned spending in FY 2009-2010 and 2010-2011 for certain program activities, such as International Commerce. This program activity is made up of the foreign affairs and international trade component as well as EDC (Canada Account). In Budget 2009, the Government of Canada launched its Economic Action Plan. Under the plan, EDC (Canada Account) invests funds in various industrial sectors. A net total (i.e. disbursements less repayments received) of $9,300 million is to be disbursed in loans to help Canadian industry in FY 2009-2010. These transactions supplement EDC's regular operations. For the FY 2010-2011, EDC (Canada Account) is planning a disbursement related to the Economic Action Plan of $725 million.

Another program activity with an important variance in planned spending between FY 2009-2010 and 2010-2011 is International Policy Advice and Integration. This variance is mainly attributable to the funding related to hosting the G8 and G20 summits in 2010. The planned spending for FY 2010-2011 includes a total of $78 million in funding for these summits. The DFAIT component of the International Commerce program activity has a planned spending variance between FY 2009-2010 and FY 2010-2011 due to the recent transfer of the $20-million Investment Cooperation Program (INC) from the Canadian International Development Agency.

Canada's Economic Action Plan

Following the approval of the Canada Economic Action Plan by the government, a total of $14.5 billion was authorized to be disbursed in support of the automotive industry in Canada.

In FY 2008-2009, the EDC (Canada Account) disbursed $250 million, the first disbursement to Chrysler Canada in support of restructuring and renewal of the automotive industry in Canada related to this plan.

In FY 2009-2010, a total of $13.5 billion was disbursed ($2.6 billion in support of Chrysler Canada and $10.9 billion in support of General Motors Canada). This financing to the two automotive companies was cost-shared with the Government of Ontario, which provided approximately one third of the funding. The Government of Canada, through the EDC (Canada Account), provided approximately two thirds. During the course of 2009-2010, the Government of Ontario repaid $4.6 billion, its share of the loans, to the EDC (Canada Account). After the 2009-2010 disbursement, approximately $6.3 billion of the GM Canada commitment was converted into shares and transferred to the Canada Development Investment Corporation.

For FY 2010-2011, EDC (Canada Account) is also planning to disburse a total of $725 million to Chrysler Canada and is expecting to receive a total of $375 million in repayments.

In summary, total net disbursements by EDC (Canada Account) related to Canada's Economic Action Plan are: $250 million in FY 2008-2009; $8.9 billion in FY 2009-2010; and $350 million in FY 2010-2011.

1.6.1 Voted and Statutory Items Table ($ millions)

Vote # or Statutory Item (S)	Truncated Vote or Statutory Wording	FY 2009-2010 Main Estimates	FY 2010-2011 Main Estimates
1	Operating expenditures	1,186.5	1,397.1
5	Capital expenditures	140.0	159.0
10	Grants and contributions[13]	726.4	923.5
15	Passport Canada: Capital expenditures	10.0	0.0
(S)	Contributions to employee benefit plans	74.5	86.6
(S)	Minister of Foreign Affairs: Salary and motor car allowance	0.1	0.1
(S)	Minister for International Trade: Salary and motor car allowance	0.1	0.1
(S)	Minister of State motor car allowance	0.0	0.1
(S)	Passport Office Revolving Fund (Revolving Funds Act R.S. 1985, c. R-8)	24.1	0.0
(S)	Payments to Export Development Canada (EDC) to discharge obligations incurred pursuant to section 23 of the Export Development Act (Canada Account) for the purpose of facilitating and developing trade between Canada and other countries. (S.C., 2001, c. 33)	1.0	0.5
(S)	Payments under the Diplomatic Service (Special) Superannuation Act (R.S. 1985, c. D-2)	0.3	0.3
	Total Budgetary	2,163.0	2,567.3
(S)	Payments to EDC to discharge obligations incurred pursuant to section 23 of the Export Development Act (Canada Account) for the purpose of facilitating and developing trade between Canada and other countries (S.C., 2001, c. 33) (Non-Budgetary)	(120.5)	(552.0)
	Total Department	**2,042.4**	**2,015.3**

Totals may not add due to rounding.

[13] Includes assessed contributions for Canada's membership in international organizations and non-assessed grants and contributions.

1.7 What's Ahead in Section 2

The section is organized according to the department's Program Activity Architecture (i.e. by strategic outcome and corresponding program activities). Each program activity subsection begins with a brief description and a chart that shows its human and financial resources, expected results, targets and performance indicators. This is followed by a summary of the program activity's planning highlights that relate to DFAIT's five 2010-2011 priorities and those that pertain to its ongoing work (i.e. the basic operations that sustain the department and that are done on a year-over-year basis). Each subsection ends with information on how the program activity benefits Canadians.

Section 2: Analysis of Program Activities by Strategic Outcome

2.1 Summary of DFAIT's Plans by Program Activity

DFAIT's program activities flow directly from its strategic outcomes as follows: International Policy Advice and Integration, and Diplomacy and Advocacy support Strategic Outcome 1 (Canada's International Agenda); International Commerce, Consular Affairs, and Passport Canada support strategic outcome 2 (International Services for Canadians); and Canada's International Platform: Support at Headquarters, and Canada's International Platform: Support at Missions Abroad support Strategic Outcome 3 (Canada's International Platform). What follows is a summary of the role of each program activity, along with their most significant plans for the planning period.

International Policy Advice and Integration

DFAIT's effectiveness as an international affairs ministry depends on its capacity to keep abreast of global trends and developments and to formulate related policies that advance Canada's interests and objectives. This program activity provides strategic direction, intelligence and advice on foreign policy and economic issues; researches and analyzes foreign and trade policy issues, drawing on input from across the department, from the mission network as well as from federal partners; develops policies and programs to address those issues; and ensures coherence, integration and coordination of foreign and trade policies and programs across government.

Key plans for this program activity begin with intense preparation for the pivotal G8 and G20 summits, which Canada will host in 2010. Canada's flagship initiative at the G8 will focus on improving the health of women and children in the world's poorest regions by mobilizing G8 governments, non-governmental organizations and private foundations. Other G8 initiatives for the June 2010 Summit in Muskoka will aim to address pressing international development, environment, and peace and security issues such as the importance of addressing the vulnerabilities inherent in fragile states. Underpinning these thematic priorities will be Canada's focus on accountability and results, including the development of a rigorous framework for measuring past and future G8 commitments. The Prime Minister has also noted that the international community must be prepared for a sustained, significant effort in Haiti, based on principles of sustainability, effectiveness and accountability. With regard to the government's engagement in the Americas, DFAIT will deepen whole-of-government coordination of actions related to democracy support, security and prosperity. DFAIT will also develop an integrated strategy for the 2011 transition of Canada's mission in Afghanistan, and will closely coordinate that transition with NATO allies and partners. The department will continue to develop Canada's Arctic Foreign Policy, provide coordinated policy advice and analysis on climate change issues, and lead development of a whole-of-government approach to Canada's engagement in fragile and crisis-affected states.

Diplomacy and Advocacy

Diplomacy and advocacy are the defining activities of an international affairs ministry, and are of particular importance to a middle power like Canada in its efforts to exert influence in the global community. This program activity engages Canadian stakeholders and partners, and leverages Canada's network of missions abroad to influence foreign governments and international players and deliver diplomacy; raises awareness and understanding of Canada's policies, interests and values as they pertain to the government's international agenda; and delivers international programs on Canada's behalf to address specific international issues and enhance the safety and security of Canadians at home and abroad.

Key plans for this program activity begin with an accelerated push to take advantage of the dynamic economic landscape in priority markets identified in the government's Global Commerce Strategy. For instance, DFAIT will continue negotiation of the Comprehensive Economic and Trade Agreement with the European Union, and work to advance or conclude free trade agreements, foreign investment promotion and protection agreements and air services agreements with a range of countries. The department will build on its engagement with the United States by collaborating on promotion of peace and security, democracy, human rights and the rule of law, as well as on the Arctic, climate change and energy, in addition to advocating on trade and market access issues. In hosting the 2010 North American Leaders' Summit, Canada will lead in advancing a trilateral agenda on economic recovery and competitiveness, clean energy and climate change, and security and safety. DFAIT will continue to press for progress on the Afghanistan priorities for which it has lead responsibility: the Afghan National Police, justice and corrections in Kandahar province; Afghanistan-Pakistan border management; and support for Afghan-led reconciliation. DFAIT will continue to lead whole-of-government responses to international crises, such as the January 2010 earthquake in Haiti. And, DFAIT will advance Canada's Northern Strategy in bilateral relations, at the Arctic Council, and with the five Arctic coastal states.

DFAIT will actively campaign for a seat on the United Nations Security Council in 2011-2012, and advance Canada's interests and priorities while hosting the G8 and G20 Summits. At the G20 Summit in Toronto in June 2010, Canada will focus on developing a global framework for strong, sustainable and balanced growth; ensuring stimulus measures are fully implemented; continuing to resist protectionism; advancing global financial and regulatory reform; reforming international financial institutions; and providing these institutions with adequate resources and tools.

The department, through its multilateral missions and active participation in major international meetings, will also continue its efforts to ensure that Canada's values and interests are appropriately reflected in the outcomes of various multilateral forums, such as the UN and its specialized agencies, the G8 and G20, Asia-Pacific Economic Cooperation (APEC), the Organisation for Economic Co-operation and Development (OECD), La Francophonie, the Commonwealth, the Arctic Council, NATO and the Organization for Security and Cooperation in Europe (OSCE).

The department also delivers bilateral and multilateral diplomacy through program delivery, an increasingly important policy tool to protect Canadians and advance Canada's priorities, interests and leadership abroad. For example, the Global Peace and Security Fund addresses the vulnerabilities of fragile states, focusing on Afghanistan, Sudan and Haiti. Capacity-building programs increase the capability of states to prevent and respond to criminal activity and terrorism, particularly in the hemisphere. The Global Partnership Program reduces the terrorism threats posed by weapons of mass destruction. These programs, managed to the highest standards of stewardship and accountability, working on a whole-of-government basis and with international partners, enable Canada to contribute to real improvements in other states that also benefit Canada's own security.

International Commerce

DFAIT's efforts to assist Canada's entrepreneurs in becoming more active and prominent in world markets are important to the generation of greater economic prosperity for all Canadians. This program activity delivers practical business services to Canadian entrepreneurs, innovators and exporters at 17 regional offices across Canada, in more than 150 cities worldwide, and online. It also promotes Canada as a competitive location and partner for investment, innovation and value-added production.

Key plans for the program activity begin with implementation of the Integrative Trade Model (ITM), which will enable DFAIT to respond more effectively to the needs of Canadian businesses operating abroad. With the goal of increasing Canadian competitiveness, DFAIT will leverage the combined value of the departmental network by incorporating trade-, investment-, and innovation-related activities. In the first half of FY 2010-2011, trade commissioner positions will be created in up to 10 national industry associations across Canada to begin developing global strategies for key sectors. In addition, DFAIT will undertake a visibility campaign to highlight Canada as a choice location for investment, particularly in key sectors. Other key plans include support to establish the Corporate Social Responsibility Centre of Excellence to help Canadian business better manage the social and environmental aspects of their operations, particularly in developing countries, and delivery of the Investment Cooperation Program (INC), recently transferred from the Canadian International Development Agency. INC supports Canadian companies by facilitating the assessment of the viability of investments in developing countries.

Consular Affairs

The greater participation of Canadians in the international community, including in global hot spots, puts a heightened onus on DFAIT's consular services, which aim to protect the lives and interests of Canadians travelling, working or living abroad. This program activity prepares Canadians for international travel by providing information and advice on safe travel to foreign countries, and helps Canadians abroad to handle trouble or emergencies. And, in cooperation with partners and missions, it provides a coordinated Government of Canada response to emergencies and crises abroad.

Key plans for this program activity begin with the establishment of an Emergency Watch and Response Centre to improve government-wide coordination and DFAIT management of emergencies abroad. The centre will address all hazards outside Canada. In addition, DFAIT will develop a policy framework for handling international emergencies. With respect to the January 2010 earthquake in Haiti, DFAIT will continue to provide enhanced emergency consular services, as required. In its work on handling complex consular issues, DFAIT will seek to increase the number of countries that sign the 1980 Convention on the Civil Aspects of International Child Abduction, and will provide assistance to signatory countries that face implementation difficulties.

Passport Canada

As Canadians become more active internationally, passport services are in greater demand, and there is increased attention on the security and integrity of travel documents. A special operating agency, Passport Canada is responsible for issuance, revocation, refusal, recovery and use of Canadian passports.

Key plans for this program activity focus on continued investment in passport security and in improvements to passport service. Passport Canada will enhance its means of verifying the identity and entitlement of applicants, and enhance management practices to better anticipate and respond to future needs. And, it will continue work on implementation (by 2012-2013) of the ePassport, which will include new security features, incorporating an integrated circuit chip that contains a machine-readable photograph and biographical information.

Canada's International Platform: Support at Headquarters

DFAIT is by no means the only federal department or agency with operations outside Canada. In fact, it has 31 federal and provincial partners also working at Canada's missions around the world. This program activity manages the mission network for the entire Government of Canada, and delivers common services to partners that have representation at Canada's missions abroad.

Key plans for this program activity—as well as the one that follows—pertain to the establishment of stricter service standards and related agreements with DFAIT partners, continued efforts to increase program and service efficiencies and cost-effectiveness, and ongoing enhancements to the security of government personnel and assets abroad.

Canada's International Platform: Support at Missions Abroad

This program activity ensures that common services are in place at missions and coordinates them on site to support the international operations of the entire Government of Canada and other partners operating at the missions.

Internal Services

Internal Services provide the infrastructure and services that underpin all of DFAIT's operations.

Note: Fuller details on these plans can be found in the subsections that follow, along with information on the financial and human resources and the performance indicators for each program activity.

2.2 Strategic Outcome 1: Canada's International Agenda

Description: Strategic Outcome 1 ensures that the international agenda is shaped to Canada's benefit and advantage in accordance with Canadian interests and values. It involves developing and implementing foreign affairs and international trade policies and programs to achieve Canada's broader international goals. This strategic outcome is supported by two program activities: International Policy Advice and Integration, and Diplomacy and Advocacy.

Benefits to Canadians: This strategic outcome provides benefits to Canadians by supplying international policy advice and integration to the government, and by conducting diplomacy and advocacy to project Canada's values (freedom and democracy) and interests (peace and security) internationally.

Performance Indicator	Target
Percentage of international partners and institutions that recognize and support key Canadian positions on political and trade relations	Obtain baseline information

2.2.1 Program Activity 1: International Policy Advice and Integration

Description: This program activity provides strategic direction, intelligence and advice, including integration and coordination of Canada's foreign affairs and international trade priorities. It enables the department to shape the international agenda by delivering international policy advice and by providing policy integration and coordination of the government's foreign affairs and international trade priorities. This is carried out by working to improve coordination within DFAIT and with federal partners and relevant stakeholders, and by utilizing advice provided from missions to develop whole-of-government approaches that integrate different organizational mandates and perspectives to advance Canadian interests and values. The main target groups are other government organizations, policy and program groups within DFAIT, heads of missions and key mission personnel.[14]

Performance Expectations: This program activity contributes to DFAIT's first strategic outcome (Canada's International Agenda) by delivering international policy advice and integration, with a focus on peace and security, trade and investment, international law, human rights, environmental stewardship, democracy, the Arctic and geographic expertise. It also develops policies and programs to address international security, crime, and terrorism threats and to foster greater security cooperation in priority regions of the world.

Program Activity 1: International Policy Advice and Integration Human Resources (FTEs) and Planned Spending ($ millions)					
2010-2011		2011-2012		2012-2013	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
658	215.4	656	128.1	656	125.3

Expected Result	Performance Indicators	Targets
The Government of Canada has the information, intelligence and advice it needs to make informed decisions on foreign and international economic policies, programs and priorities.	Level of satisfaction of the government with the information, intelligence and advice	Obtain baseline information
	Management Accountability Framework (MAF) assessment: Area of Management (AoM) 4 (effectiveness of extra-organizational contribution) and AoM 5 (quality of analysis in TB submissions)	MAF assessment results are "acceptable" or higher

Planning Highlights (in relation to the departmental priorities listed in Section 1)

Greater economic opportunity for Canada, with a focus on growing/emerging markets: The department will lead the development of Canada's policy priorities during the G8 and G20 processes to ensure successful June 2010 summits. Coming out of the summits, DFAIT will develop policies and programs to implement G8 and G20 outcomes related to economic policy, international development, environment, and peace and security. The department will develop and coordinate Canada's policy priorities as part of its preparations for Canada's turn as host of the 2010 North American Leaders' Summit. DFAIT will

[14] The department is in the process of updating its Program Activity Architecture for 2011-2012. This description has been edited for readability.

continue to adapt the Global Commerce Strategy (GCS) to reflect recent changes to the global economy and will develop policies and guidelines to implement the GCS in priority growing and emerging markets. DFAIT will also facilitate horizontal collaboration with International Trade Portfolio partners as well as increased awareness about and access to Canada's Asia-Pacific Gateway and Corridor.

United States and the Americas: DFAIT will continue to develop policies to strengthen Canada's relationship with the Obama administration and address issues of shared concern, including security issues at the border, competitiveness, the global economy, trade, investment and innovation relations, peace and security, humanitarian affairs, Afghanistan, Haiti, counterterrorism, environment and energy, and the Arctic. The department will build on education and youth mobility programs that encourage mutual understanding and knowledge transfer between Canada and the United States, such as the Canada-U.S. Fulbright and Understanding Canada programs.

The department will coordinate whole-of-government identification of priorities for Canada's bilateral relationship with Mexico and provide strategic direction, advice and coordination to advance Canada's interests in Mexico.

DFAIT will deepen whole-of-government coordination of Canada's engagement in the Americas in the priority areas of democracy support, security and prosperity. It will invest program resources in areas related to stabilization and reconstruction as well as counterterrorism capacity building and counter-narcotics. The department will strengthen policy capacity and programming integration, including through the security and democracy hubs in the region (i.e. the Andean Unit for Democratic Governance in Lima and the Regional Office for Peace and Security in Panama City). DFAIT will also continue to coordinate coherent whole-of-government responses to natural disasters in the hemisphere (and around the world more broadly, consistent with the Government of Canada's standard operating procedures).

Afghanistan, including in the context of neighbouring countries: The department will continue providing the policy support and advice necessary to help Canada make progress on its six priorities in Afghanistan, including the three for which the department takes leading responsibility: the Afghan National Police, justice and corrections in Kandahar province; Afghan-Pakistan border management; and support for Afghan-led reconciliation. The department will also develop an integrated strategy for the 2011 transition of Canada's mission in Afghanistan, and will closely coordinate the transition with NATO allies and partners. Another important emphasis will be analysis of the civilian role beyond 2011, with a focus on development and diplomatic efforts that will develop the security capacity of the Afghan National Security Forces as well as strengthening governance and respect for human rights.

Asserting Canadian leadership in emerging global governance: The department will develop coordinated Canadian positions on governance reform at the UN Security Council, the G8 and G20, and international financial institutions, as well as on international environmental governance. DFAIT will develop policy and advice regarding Canada's relationship with the African Union, with greater alignment to all regional economic communities in Africa, and will lead the Government of Canada's policy development and preparations for the "Rio + 20" Conference scheduled for 2012. The department will develop and coordinate Canada's Arctic Foreign Policy, including initiatives aimed at strengthening the Arctic Council, and will coordinate with other departments to refine the work plan for the new Canadian International Centre for the Arctic Region. DFAIT will lead development of a robust, whole-of-government approach for Canada's engagement in acutely fragile and crisis-affected states, including those facing catastrophic natural disasters.

Transforming the department: DFAIT will continue to implement the transformation agenda, particularly by emphasizing the mission network's role as a platform for horizontal alignment and policy development.

Ongoing Work—the department will continue to:

- Provide the government with high-quality information and advice to inform policy development for Canada's relationships with bilateral partners and in multilateral forums on key global issues. For example, the department will support policy development on border issues, shared waters and security cooperation with the United States and Mexico; provide coordinated international climate change and energy policy advice and analysis in ongoing UN Framework Convention on Climate Change negotiations and other international forums; and further develop policy and advice on countries in crisis, such as the Democratic Republic of the Congo, Guinea, Niger, Haiti and Somalia.
- Strengthen integration, coordination and alignment of Canada's foreign affairs and international trade policies by chairing the Deputy Ministers' Committee on Global Trends, Foreign Affairs and Defence and by providing overarching strategic policy advice, intelligence and information to the government.
- Enhance Canada's ability to engage with fragile, conflict- and disaster-affected states by undertaking targeted programming, developing strategic policies, and by coordinating whole-of-government responses to natural disasters and complex emergencies abroad in countries such as Afghanistan, Sudan, and Haiti. DFAIT will strengthen Canada's ability to respond to crises by leading the implementation of recommendations emerging from a review of Canada's involvement in acutely fragile and conflict-affected states, including building expert deployment capacity, enhancing governance and funding arrangements, and strengthening crisis warning and entry strategies.
- Expand the Global Security Reporting Program to increase access to timely information on security and stability issues, assess the evolving threat and risk environment at missions and work with whole-of-government rapid-reaction teams during crisis situations. DFAIT will continue to work to enhance the security of government personnel and assets at Canada's missions abroad.
- Oversee implementation of the government's corporate social responsibility (CSR) strategy, including operation of the National Contact Point for the OECD Guidelines for Multinational Enterprises and continued coordination with the Office of the Extractive Sector CSR Counsellor and the CSR Adviser for the Americas as well as the CSR Centre of Excellence.

- Conduct research and analysis related to global value chains, Canadian competitiveness in the United States and expansion of commercial relationships with emerging markets, including trade competitiveness research and analysis on the entry of Canadian exporters into emerging markets. Notably, DFAIT will conclude the Canada-India joint study to examine the feasibility of a Comprehensive Economic Partnership Agreement.
- Provide the government with information, analysis and advice on a broad range of issues affecting Canada's competitiveness as a destination for global business, investment and innovation, as Canada emerges from the economic downturn.
- Refine management and improve effectiveness of Canada's International Assistance Envelope.

Benefits to Canadians: Through this program activity, the department develops policies and programs that enable it to influence the international agenda, in accordance with Canadian interests and values. This program activity also ensures government-wide coordination and coherence of Canadian foreign and international trade policies and provides the government with the information, analysis and intelligence it needs to make informed decisions and ensure that Canada's foreign and trade policy fosters the security and prosperity of Canadians and promotes Canadian values abroad.

2.2.2 Program Activity 2: Diplomacy and Advocacy

Description: This program activity engages and influences international players by delivering international programs and diplomacy. It allows the department to implement Canada's international policies to foreign audiences inside and outside Canada and thus fulfill the roles and responsibilities associated with the diplomatic work of a foreign affairs and international trade ministry, at home and abroad. This work is done by liaising with decision makers and influencers at all levels in other countries and hosting events where key messages can be advocated. It includes utilizing provincial expertise in specific areas of interest to the provinces to advance Canada's overall international policy. Additionally, it uses strategic promotion activities, including public diplomacy, as vehicles to promote Canadian views on issues of concern to Canadians and uses a number of discretionary grant and contribution programs to further Canada's interests abroad. The main target groups are foreign decision makers in Canada and abroad, foreign publics, other levels of government within Canada, key constituencies within other countries (e.g. security and defence-related communities) and legislators.[15]

Performance Expectations: This program activity contributes to DFAIT's first strategic outcome (Canada's International Agenda). It enables the department to shape the international agenda by delivering diplomacy and advocacy at the bilateral, regional and multilateral levels. DFAIT will implement policies and programs to address threats to international security, including crime and terrorism, and to promote freedom, democracy, human rights and the rule of law. DFAIT will work to conclude and manage disputes and issues related to trade agreements as well as address systemic and specific market access issues. Regarding bilateral and regional negotiations, the department will continue to pursue an ambitious agenda of negotiations pertaining to free trade, foreign investment promotion and protection agreement, and air services, in keeping with the Global Commerce Strategy.

Program Activity 2: Diplomacy and Advocacy Human Resources (FTEs) and Planned Spending ($ millions)					
2010-2011		2011-2012		2012-2013	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
1,592	1,214.9	1,589	1,154.0	1,589	1,152.0
Expected Result		Performance Indicators		Targets	
Canada's diplomatic efforts and programs engage and influence international players to protect and build support for Canadian interests and values.		Reflection of Canadian foreign and international economic policy priorities in bilateral and multilateral actions, decisions, declarations and agreements		Obtain baseline information	
		Effectiveness of programs in achieving results and aligning with priorities		Obtain baseline information	

Planning Highlights (in relation to the departmental priorities listed in Section 1)

Greater economic opportunity for Canada, with a focus on growing/emerging markets: DFAIT will accelerate the push to take advantage of the dynamic economic landscape in priority markets identified under the government's Global Commerce Strategy, such as the economies of the Association of Southeast Asian Nations (ASEAN), the European Union, Australia and New Zealand, China, India, Japan and South Korea. More specifically, the department will seek to advance negotiations toward the Comprehensive Economic and Trade Agreement with the European Union, advance or conclude free trade negotiations with Korea, CARICOM (15 Caribbean nations), the Dominican Republic, and Central American countries; launch and advance negotiations with other partners such as Morocco and Ukraine; conclude a joint study with India on a possible Comprehensive Economic Partnership Agreement; and explore the potential to launch negotiations with new partners. DFAIT

[15] The department is in the process of updating its Program Activity Architecture for 2011-2012. This description has been edited for readability.

will also work to advance or conclude other bilateral trade instruments, such as foreign investment promotion and protection agreements (FIPAs) with partners such as China, Indonesia, Vietnam, Mongolia, Tanzania and Tunisia, and air services agreements with a number of countries. It will renew and expand the International Science and Technology Partnerships Program, which focuses on India, China, Brazil and Israel. The department will also support the ratification and implementation of concluded FTAs (Colombia, Jordan, Panama) and FIPAs (Kuwait, Bahrain). DFAIT will conclude the Canada-ASEAN Trade and Investment Framework Agreement and negotiate a work plan with ASEAN. Recognizing the critical importance of emerging powers such as India and China, the department will operationalize the new Canadian trade offices in those two countries, as well as the new network of Canadian trade and political officers in the ASEAN nations. More broadly, the department will promote Canada's interests within committees of the World Trade Organization (e.g. the Technical Barriers to Trade and the Sanitary and Phytosanitary Measures committees), seek a successful conclusion to the Doha Round and advocate for improved market access for Canadian companies in the Brazilian market. DFAIT will advance trade and investment priorities in the Asia-Pacific region at the Asia-Pacific Economic Cooperation summit and ministerial meetings, ensuring alignment with G20 priorities. In Africa, a major emerging market, the department will promote priority Canadian commercial and investment interests and position Canadian firms to take advantage of opportunities.

At the G20 Summit in Toronto in June 2010, the department will deliver on important promises made at previous summits to ensure a full economic recovery, with a results-oriented action plan to develop a global framework for strong, sustainable and balanced growth; ensure stimulus measures are fully implemented; continue to resist protectionism; advance global financial and regulatory reform; reform international financial institutions; and provide these institutions with adequate resources and tools.

United States and the Americas: The department will pursue strategic engagement with the United States by collaborating in areas of common concern to promote peace and security, democracy, human rights and the rule of law and to further cooperation on the Arctic, climate change and energy. For example, the department will partner with the United States to support ongoing civilian and military uplift in Afghanistan; continue to cooperate with American-led efforts to enhance Middle East security by developing an international response to counter arms smuggling to Gaza; support United States leadership in addressing Iranian nuclear proliferation concerns; and coordinate with the United States to advocate for democracy, human rights and the rule of law in Africa. DFAIT will continue to advocate for Canadian interests in the United States, notably on trade and market access issues such as the "Buy American" provisions of the American Recovery and Reinvestment Act. The department will work to protect Canada's stake in the North American market and advance trade, investment and innovation interests through rules-based initiatives and mechanisms.

DFAIT will increase Canada's whole-of-government engagement with Mexico, focusing on Canadian competitiveness, security, human rights and hemispheric interests. As part of this enhanced engagement, the department will support high-level visits (e.g. President Calderón's visit in the first half of 2010). DFAIT will also support increased security cooperation through close collaboration with partner departments and will monitor progress in addressing migration issues.

Many of the challenges facing Canada, the United States and Mexico require North American solutions that respect the differences of the three sovereign countries but take into account the countries' interdependence as neighbours with solid bilateral relationships. As host of the 2010 North American Leaders' Summit, Canada will work with its partners and take a leading responsibility in advancing a trilateral agenda focused on the economy (recovery and competitiveness), clean energy and climate change (post-Copenhagen), and security and safety. DFAIT will work with partner departments to enhance trilateral Canada-U.S.-Mexico relationships and cooperation in defence and security, human rights and humanitarian issues. The department will make progress on the priorities identified in the NAFTA Joint Action Plan: North American competitiveness, strengthened institutions, and communications and transparency. The three countries will also look at ways to increase cooperation in the hemisphere on crime and terrorism, including via the Organization of American States (OAS), on Haiti and on global issues (through forums such as the G20 and UN).

DFAIT will assert Canadian leadership in regional multilateral forums such as the OAS, Inter-American Development Bank, Caribbean Development Bank and Pan American Health Organization and will ensure that the Americas are included in the agendas of multilateral forums such as the G8 and G20. DFAIT will lead Canada's stabilization and reconstruction efforts required in Haiti through a whole-of-government approach. The department will deepen whole-of-government implementation of Canada's engagement in the Americas in the priority areas of democratic governance, security and prosperity, notably by building policy capacity and programming integration, including through the security and democracy hubs in the region (the Andean Unit for Democratic Governance in Lima and the Regional Office for Peace and Security in Panama City). DFAIT will promote security in the Americas, including by directing enhanced funding, via the new Anti-Crime Capacity Building program, toward projects that promote security in the region, with a focus on security threats in Central America and the Caribbean. Through the Global Peace and Security Program, the department will continue to reinforce stabilization objectives in Colombia, Guatemala and Haiti.

Afghanistan, including in the context of neighbouring countries: The department will continue to support Canada's whole-of-government engagement and coordination with international allies and partners to strengthen governance, promote peace and improve security in Afghanistan. DFAIT will continue to press for progress on the three Afghanistan priorities for which it has lead responsibility: the Afghan National Police, justice and corrections in Kandahar province; Afghanistan-Pakistan border management; and support for Afghan-led reconciliation. DFAIT will continue to deliver diplomacy, advocacy and international programming in support of governance, the rule of law, security sector reform and human rights. The Global Peace and Security Fund (GPSF) will deliver $45 million in programming in Afghanistan with a focus on the rule of law, reconciliation and enhanced border management, and the sustainability of Kandahar projects. To this end, the department will leverage bilateral,

regional and multilateral engagement to support international efforts (e.g. the Foreign Ministers' Conference in Kabul planned for spring 2010). As part of the effort to stabilize the Afghanistan-Pakistan border region, DFAIT will promote a border prosperity initiative, under the aegis of the G8, to encourage sustainable development in Afghanistan and Pakistan.

Asserting Canadian leadership in emerging global governance: Canada will assert its global leadership by campaigning for a seat on the United Nations Security Council in 2011-2012 and by hosting successful G8 and G20 summits in June 2010. DFAIT will promote Canada's Arctic Foreign Policy by advancing Canada's Northern Strategy in bilateral relations, at the Arctic Council and with the five Arctic coastal states. The department will deliver multilateral diplomacy at international forums to promote peace and security, non-proliferation, economic recovery and financial reform, as well as energy and climate change. The department will deliver Canada's assistance package of $300 million over five years in support of Palestinian reform and will promote peace in the Middle East through high-level bilateral engagement and official visits. Canada will support efforts to contain Iran's nuclear ambitions and lead the sponsorship of an annual Iran human rights resolution at the UN General Assembly, focusing the world's attention on the human rights record of the Government of Iran. DFAIT will also use multilateral forums to advocate Canada's interests in ongoing global governance reform discussions (e.g. UN Security Council, G8 and G20, and international financial institutions) to ensure Canada's continued influence in shifting global institutional architecture.

Regarding climate change negotiations, the department will work toward a new, balanced climate change treaty that will incorporate Canada's economic interests in emerging economies in a post-2012 climate change agreement. In conjunction with trade negotiations, DFAIT will negotiate environmental side agreements and complete environmental assessments of free trade agreements. The department will advocate Canada's climate change and energy policy positions through bilateral cooperation and multilateral forums, including the UN Framework Convention on Climate Change and the G8.

Transforming the department: The department will continue its ambitious program of organizational transformation, notably by ensuring the successful roll-out and operations of the new Regional Policy and Program Centres, an innovative deployment model that aligns increased resources abroad with government priorities on a regional and thematic basis. As part of an overall push to improve the department's policy capacity and deepen the global mission network's policy development role, the department will promote policy integration between headquarters and missions by identifying regional bureaus and missions to coordinate on key issues and interests. The department will strengthen links between headquarters and missions to improve reporting about Canadian competitiveness to help inform Canada's international trade policies and priorities.

Ongoing Work—the department will continue to:

- Increase public engagement in, and understanding of, foreign policy issues through the delivery of a Speakers' Group. It will lead in generating public understanding of Canada's engagement in Afghanistan, including the impact of Canada's commitment in that country. Government officials will gather for quarterly meetings of the Federal/Provincial/Territorial Committee on Trade (C-Trade) to review Ca[illegible]'s trade agenda and trade negotiation strategies.
- Build on the new Canadian education "brand" to promote Canada as a study destination and to increase the sector's estimated $6.5 billion contribution to the Canadian economy. DFAIT will increase support for scholarships, particularly in the Americas. The newly rebranded International Experience Canada will facilitate youth mobility with more countries. The Understanding Canada program will support international research and teaching about Canada as well as student mobility.
- Leverage official visits to advance Canada's foreign and trade policy objectives (e.g. by organizing two high-level Canada-European Union meetings, a summit at the prime ministerial level and a ministerial transatlantic dialogue meeting).
- Provide legal support on departmental and governmental priorities, such as Canada's Afghan mission, trade agenda and Arctic initiatives. In terms of legal advocacy, it will advance, prosecute and/or defend Canadian interests in international dispute settlements and related mechanisms, and support international accountability mechanisms, including criminal tribunals.
- Advance Canadian objectives and interests at multilateral institutions, including the UN Security Council, to promote humanitarian affairs, including the protection of civilians and response to protracted refugee situations.
- Increase multi-mission regional advocacy in European capitals to advance Canada's Arctic Foreign Policy and promote Canadian interests regarding oil sands.
- Advance Canada's bilateral trade agenda in the European Union by delivering advocacy and outreach in 27 EU capitals in support of the negotiation of the Canada-EU CETA, the ratification of two Canada-EU agreements (on air services and civil aviation safety), and the renegotiation and signing of FIPAs with EU member states. In the next few years, DFAIT will also work to highlight Canadian interests in EU institutions, with emphasis on the new offices of the European Council President and the High Representative of the Union for Foreign Affairs and Security Policy. The department will also develop economic partnerships with European and Central Asian countries that are not members of the EU (e.g. by delivering advocacy and outreach in support of the negotiation of a free trade agreement with Ukraine).
- DFAIT's program delivery is an increasingly important policy tool to protect Canadians and advance Canada's priorities, interests and leadership abroad. The department delivers programs in support of peace and security, freedom, democracy, human rights and the rule of law. DFAIT will:
    - Respond to challenges in a number of fragile and conflict-affected states and promote more secure environments by delivering $119.5 million of Global Peace and Security Fund programming (through its component programs – the

Global Peace and Security Program:[16] $104.8 million, the Global Peace Operations Program:[17] $9.7 million and the Glyn Berry Program:[18] $5.0 million). Key countries of focus will be Afghanistan, Sudan and Haiti.

- Contribute to Canadian security by delivering $41.9 million in Counter-Terrorism and Anti-Crime programming, which builds the capacity of states and international and regional organizations, particularly in the hemisphere, to prevent and respond to threats posed to Canada and the international community by criminal activity and terrorism overseas.[19]
- Protect Canadian and international security by delivering $98.9 million in Global Partnership Program (GPP) projects to reduce the threats posed by stockpiles of weapons and materials of mass destruction and related expertise in Russia and former Soviet Union countries.[20] The GPP will help dismantle two nuclear-powered submarines in northwest Russia; provide infrastructure improvements to the Kizner Chemical Weapons Destruction Facility; implement nuclear and radiological security projects; plan the construction of a level-3 bio-containment facility in the Kyrgyz Republic; and assist former weapons scientists in finding sustainable employment in peaceful research by funding projects through the International Science and Technology Center and the Science and Technology Center in Ukraine.

- Implement policies and programs in Africa to enhance regional security cooperation in the Great Lakes and the Sahel regions.
- Advocate for improvements in the human rights situations in Burma, Iran, North Korea, China, Sri Lanka, Pakistan and Vietnam by monitoring the institutionalization of the newly created ASEAN Intergovernmental Commission on Human Rights, and supporting the Democracy Council by leading the Working Group on Civil Society Partnerships toward the June 2010 conference in Lithuania.

Benefits to Canadians: Diplomacy and Advocacy is the mechanism that the department uses to represent Canadians on the international stage in order to defend and advocate Canada's diplomatic and economic interests and project Canadian values abroad. Strategic engagement of the public and other stakeholders helps to ensure that Canada's foreign policy is aligned with the interests and values of Canadians.

2.3 Strategic Outcome 2: International Services for Canadians

Description: Strategic Outcome 2 ensures that Canadians are provided and satisfied with commercial, consular and passport services. This strategic outcome is supported by three program activities: International Commerce, Consular Affairs and Passport Canada.

Benefits to Canadians: This strategic outcome delivers benefits to Canadians by providing international commerce, consular and passport services.

Performance Indicator	Target
Percentage of clients who were satisfied with consular, passport and commerce services provided by the department	Obtain baseline information

2.3.1 Program Activity 3: International Commerce

Description: This service-oriented program activity supports the expanded participation of Canadian businesses in world markets and the increase of their interaction with global business partners. It also promotes Canada as a competitive location and partner for investment, innovation and value-added production. DFAIT's trade commissioners, located in more than 150 cities worldwide and at 17 regional offices across Canada, along with headquarters staff, deliver high value-added commercial services to the Canadian business community. Service is also available online through the Virtual Trade Commissioner[21] and the Export and Import Controls[22] websites. This program activity targets members of the Canadian business community as well as their potential business partners abroad.[23]

This program activity also monitors and authorizes trade in certain goods, ensuring the security of Canada and its allies by restricting trade in military and strategic goods and other materials such as arms, ammunition, and nuclear materials and equipment.

Performance Expectations: This program activity contributes to DFAIT's second strategic outcome (International Services for Canadians) by providing Canadian enterprises with timely and practical services to help them undertake successful business activities abroad.

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[16] www.international.gc.ca/peace_paix/index.aspx
[17] www.international.gc.ca/START-GTSR/gpop-pomsp.aspx
[18] www.international.gc.ca/glynberry/index.aspx
[19] www.international.gc.ca/crime/index.aspx
[20] www.international.gc.ca/gpp-pmm/global_patnership-partenariat_mondial.aspx
[21] www.tradecommissioner.gc.ca/eng/virtual-trade-commissioner.jsp
[22] www.international.gc.ca/controls-controles/index.aspx
[23] The department is in the process of updating its Program Activity Architecture for 2011-2012. This description has been edited for readability.

Program Activity 3: International Commerce[24]					
Human Resources (FTEs) and Planned Spending ($ millions)[25]					
2010-2011		2011-2012		2012-2013	
DFAIT FTEs	Planned Spending	DFAIT FTEs	Planned Spending	DFAIT FTEs	Planned Spending
1,603		1,603		1,603	
DFAIT Component	248.5		248.0		247.3
EDC Component (Canada Account)	167.0		(211.1)		(205.6)
Total	415.5		36.9		41.8

Expected Results	Performance Indicators[26]	Targets
Canadian exporters, innovators and investors have increased their international business development efforts.	Percentage of clients and partners who actively pursued a commercial agreement in a market where they sought assistance from the Trade Commissioner Service (TCS)	50% of assisted clients actively pursuing opportunities in target market
Foreign direct investment in proactive sectors and from key markets to which DFAIT contributes has increased in number and value.	Number and value of foreign direct investments made in proactive sectors and from key markets to which DFAIT contributed	Number: 106
High-quality international commerce services are delivered to Canadian exporters, importers, investors and innovators.	Percentage of clients who are highly satisfied with the quality of the services delivered by the department	TCS: 70% Export and Import Controls: Establish baseline data

Planning Highlights (in relation to the departmental priorities listed in Section 1)

Greater economic opportunity for Canada, with a focus on growing/emerging markets: The department will focus on implementing the Global Commerce Strategy, which provides the framework to help enhance Canada's competitiveness in the new global economy. By recognizing the need for greater coordination and coherence of actions on a national scale, it outlines key domestic and international initiatives to create advantage for Canadian businesses.

DFAIT will promote Canada as a partner of choice for international business by facilitating the exchange of two-way trade and investment, innovation and talent between Canada and the rest of the world. The department will continue to showcase Canada's advantages through:

- ongoing improvement to and delivery of its global visibility campaign, which includes the Champions Program and key signature events;
- work to expand global R&D partnerships, with a view to commercializing innovation; and
- promotion of Canada's Asia-Pacific Gateway and Corridor infrastructure.

The department will work to increase foreign direct investment (FDI) in Canadian priority sectors through delivery of a well-coordinated foreign investment attraction program. It will target 21 key foreign markets for investments in high-potential subsectors such as agri-food, advanced manufacturing, plastics and chemicals, services, renewable energy, information and communications technologies, and life sciences. The FDI attraction program will include ongoing evaluation of Canada's competitive position as well as efforts to address investor irritants; equip and guide Canada's missions and DFAIT's regional offices in their delivery of investor services; and support provincial, territorial and municipal partners in advancing their FDI objectives. The department will continue to deliver the Investment Experts Program and the $3-million Invest Canada–Community Initiatives Program, while improving and delivering its global visibility campaign.

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[24] The budget for the International Commerce Program Activity comprises DFAIT and EDC components. Please note that the total of FTEs is related to DFAIT only.

[25] International Commerce includes budgetary and non-budgetary statutory budgets of Export Development Canada for the purpose of facilitating and developing trade between Canada and other countries under the terms of the Export Development Act (2010-2011 $0.5M budgetary, $166.5M non-budgetary; 2011-2012 $0.5M budgetary, -$211.6M non-budgetary; 2012-2013 $0.5M budgetary, -$206M non-budgetary). These figures reflect the revised planned spending limits provided by Export Development Canada.

[26] It should be noted that certain changes were made to the expected results and corresponding indicators in the table above, for two reasons. First, the department sought to reflect only those outcomes over which DFAIT is deemed to have a significant level of control or influence. Second, indicators were selected based on the department's confidence in the reliability of supporting information. These changes will be reviewed when the department's Program Activity Architecture and Performance Measurement Framework are updated in 2010.

In North America, the department will further assist Canadian clients in accessing global value chains. In Africa, DFAIT will promote priority Canadian commercial and investment interests, and position Canadian firms to take advantage of opportunities in this emerging market. In Asia, the department will bring to full operation the new Canadian trade offices in India and China, as well as the newly created ASEAN network of Canadian trade and political officers.

With respect to export and import controls, DFAIT will work to complete a replacement plan for two web-based business applications that process export and import permit applications. It will also support quota management activities, and complete a review of permit fees and related services under the Export and Import Permits Act. The department will actively participate in the Wassenaar Arrangement on Export Controls for Conventional Arms and Dual-Use Goods and Technologies, and continue to use other multilateral export control regimes to advance Canadian interests.[27]

Asserting Canadian leadership in emerging global governance: DFAIT will leverage high-profile international forums and events, such as the 2010 Vancouver Olympics and the G8 and G20 summits in 2010 to showcase Canada as a dynamic business and innovation partner. It will also support establishment of the Corporate Social Responsibility (CSR) Centre of Excellence to help Canadian business better manage the social and environmental aspects of their operations, particularly in developing countries. The Centre for Excellence in CSR was launched in January 2010 at the Canadian Institute of Mining, Metallurgy and Petroleum.[28] It is a one-stop shop at which Canadian companies can find tools, information and best practices on how to meet and exceed their social and environmental responsibilities when operating abroad. This initiative is part of the Government of Canada's new CSR strategy, which also includes the appointment of a CSR Counsellor.

Transforming the department: The department has refocused its organizational culture to better respond to the needs of Canadian businesses operating abroad. This strategic transformation initiative is known as the Integrative Trade Model (ITM). As the strategic framework that shapes DFAIT's service to Canadian business, the ITM is linked to and informs all aspects of the department's service delivery. With the goal of increasing Canadian competitiveness, trade commissioners offer integrated and innovative solutions to clients, based on their needs and in line with government priorities, by leveraging the combined value of the departmental network.

DFAIT will implement the ITM incorporating trade, investment and innovation-related activities as well as global sector strategies. It will also inform prospective and current clients about the ITM through targeted e-lists, consultations and outreach. The ITM will enable DFAIT clients to access its combined suite of services at any point in the network (e.g. from missions abroad, regional offices or headquarters). While each DFAIT employee providing service to Canadian businesses has an area of expertise (e.g. free trade agreeements, investment, or science and technology), all staff must be able to put clients in touch with the right people in the network quickly and efficiently.

The ITM implementation will also include focused learning initiatives for trade commissioners, such as Global Learning Initiatives 1 and 2, and training on investment. New training is being developed and rolled out on innovation as well as on client acquisition for staff at DFAIT's regional offices. A three-year pilot project is also underway to certify some staff at missions abroad and at regional offices, in collaboration with the Forum for International Trade Training. This learning contributes to ITM implementation, and will increase value-added services to clients.

In FY 2009-2010, as part of the transformation agenda, DFAIT engaged private-sector global practice leads and established new industry sector advisory boards, made up of private-sector experts in information and communications technologies, aerospace, clean technology infrastructure, and advanced automotive manufacturing. In FY 2010-2011, the department will implement sector strategies validated by these boards. DFAIT's sector-specific practices and its work related to CSR will receive 50 percent of the Client Service Fund for allocation to targeted countries and for initiatives at missions and DFAIT regional offices.

To support implementation of the sector strategies, DFAIT will establish international readiness committees, composed of industry and government experts, to evaluate the capacity of selected Canadian companies to effectively make use of DFAIT services abroad. In the first half of 2010-2011, trade commissioner positions will be created in up to 10 national industry associations across Canada to begin developing global strategies for the above sectors. DFAIT has already undertaken a pilot initiative in which a trade commissioner worked at the Canadian Venture Capital Association through an online connection. This initiative enabled the department to develop a strategy for the advanced automotive manufacturing sector. In 2010, all virtual positions of this kind will be created and staffed.

DFAIT will better meet the evolving needs of the Canadian business community through improved e-services and modernization of the Virtual Trade Commissioner and Trade Commissioner Service websites.[29] The department will also strengthen its trade-related human resources through initiatives such as a pilot professional development program for officers and consideration of a mentoring program.

As part of its efforts to support investment in the developing world, DFAIT will deliver the $20 million Investment Cooperation Program (INC), which was recently transferred from the Canadian International Development Agency (CIDA).[30] INC supports Canadian companies that aim to invest responsibly in developing countries.

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[27] www.wassenaar.org/2003Plenary/initial_elements2003.htm
[28] www.cim.org/csr/
[29] www.tradecommissioner.gc.ca/eng/home.jsp
[30] www.tradecommissioner.gc.ca/eng/funding/investment-cooperation-program/home.jsp

Ongoing Work—the department will continue to:

- Offer timely and highly effective commercial services to Canadian businesses. It is expected that the number of clients served (over 12,000 in 2008-2009) and the volume of service transactions (over 30,000 in 2008-2009) will remain stable overall, but may increase in high-demand sectors such as agricultural technology and equipment and bio-industries. The types of services most frequently requested by clients—small and medium-sized enterprises in particular—pertain to the identification of qualified contacts and provision of information on local partners. The department also expects strong demand for assessments of market potential.
- Deliver the Global Commerce Strategy initiatives as well as international gateway marketing in key countries, while reviewing and managing international trade finance vehicles (e.g. the Canada Account). The department will enhance targeted support for Canadian business in Africa by organizing education fairs and by promoting business opportunities in the energy; infrastructure; information and communications technologies; and oil and gas sectors. In 2009, three trade missions helped 59 Canadian companies increase their knowledge of and access to foreign markets. DFAIT will assess the potential to organize similar missions in 2010-2011.
- Provide timely commercial intelligence, as the Asia-Pacific region rebalances growth increasingly toward domestic demand. DFAIT will also undertake promotional activities in support of FTAs; and provide business intelligence, business leads and other support to Canadian clients for conducting business in Latin America and the Caribbean. In the Middle East, the department will work on access issues (i.e. visas), and reduce the impediments facing Canadian companies doing business in the region. The department will leverage Canada's missions in the United States and Mexico through its participation in the North American Platform Program (NAPP) partnership to provide programs and services to Canadian business clients.

Benefits to Canadians: Canadians benefit from DFAIT's International Commerce activities in the following ways:

- The economic prosperity of Canadians is increased by improved international market access and by heightened visibility of Canadian firms in foreign markets. Canada is a trade-dependent nation with merchandise exports in 2008 of approximately $485 billion and service exports in 2007 of almost $90 billion. There are opportunities for these figures to grow, particularly in emerging markets such as Brazil, Russia, India and China.
- Services provided by trade commissioners play a crucial role in helping Canadian businesses minimize risk and achieve their international objectives.
- The identification and communication of business opportunities enables Canadian firms to achieve greater success in priority sectors of international markets and Canada's key business sectors to achieve an enhanced international position and competitiveness.
- Foreign investment brings capital, jobs and new technologies to Canada, contributing to greater prosperity for Canadians.
- Establishing leadership in the movement of goods, services and people between Asia and North America will generate new opportunities for Canadian businesses as well as increased attraction of foreign investment and skilled workers, further job creation, and stronger trade ties within North America and with Asia.
- The development of export and import control policies and the administration of quotas and permits protect Canada's economic interests as well as the strategic interests of Canada and its allies.

2.3.2 Program Activity 4: Consular Affairs

Description: This program activity manages and delivers consular services and advice to Canadians. This work is done through consular agents and officers at missions abroad and in Canada (at over 250 points of service worldwide), and through Travel.gc.ca.[31] The main target groups are Canadians outside Canada and Canadians planning to travel or live abroad.[32]

Performance Expectations: Consular Affairs contributes to DFAIT's second strategic outcome (International Services for Canadians) by helping to prepare Canadians for safe and responsible travel and by providing consular assistance abroad and emergency response assistance on a 24/7 basis.

Program Activity 4: Consular Affairs Human Resources (FTEs) and Planned Spending ($ millions)					
2010-2011		2011-2012		2012-2013	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
516	69.6	516	58.2	516	58.2

[31] www.voyage.gc.ca/index-eng.asp

[32] The department is in the process of updating its Program Activity Architecture for 2011-2012. This description has been edited for readability.

Expected Results	Performance Indicators	Targets
Canadians are better informed and well prepared to travel safely and responsibly.	Percentage of travellers surveyed who (unprompted) list consular communications tools as a source for safety and security information on new destinations	17%
Canadians receive satisfactory assistance abroad.	Percentage of clients who respond favourably regarding the services received abroad	65%
	Percentage of travellers surveyed who respond that they would contact a mission if they found themselves in trouble in a foreign country	75%

Planning Highlights

Transforming the department: Over the last year, DFAIT has taken significant steps to improve its consular services and emergency response capabilities. For instance, it established the Emergency Management Bureau to provide a common services platform for coordinating the Government of Canada's response to emergencies abroad in which Canadian citizens and national interests are affected. DFAIT will make further enhancements over the planning period in these two key areas of responsibility.

To fulfill its responsibilities under the 2007 Emergency Management Act, the department is establishing an Emergency Watch and Response Centre to improve government-wide coordination and DFAIT management of emergencies abroad. The centre will address all hazards outside Canada, including those related to security, consular issues, pandemics and natural disasters. At the same time, DFAIT will develop a policy framework for handling international emergencies and will also continue to improve its business continuity plans, policies and programs in order to effectively respond to emergency and crisis situations that have impacts on departmental operations in Canada or abroad.

The Task Force on International Critical Incidents—a new unit established within the Consular Services and Emergency Management Branch—provides specialized, expert resources to meet the considerable ongoing operational demands created by international critical incidents. Such incidents are defined as unforeseen events abroad with national security implications that pose significant risk to the safety of Canadians and/or Canadian assets, such as kidnappings, airline hijackings and terrorist attacks. Working in conjunction with other branches within DFAIT, the Consular Services and Emergency Management Branch will continue to assist in managing such critical incident cases as they emerge.

With respect to enhancement of consular services, DFAIT will undertake the following initiatives:

- It will open the second in a series of planned Regional Emergency Support Offices—this one in Panama, covering Central and South America and the Caribbean. These regional centres will strengthen consular response, particularly in areas with a significant presence of Canadians and a prevalent risk of a crisis occurring.
- It will develop a department-wide emergency management training program that will first be offered to key players, such as heads of missions and management-consular officers of the Foreign Service.
- It will establish a process to monitor the effectiveness and readiness of its emergency response systems, procedures and tools.
- It will develop a policy framework for handling complex consular issues, such as those involved in child-related cases, cases involving dual nationals, and cases of arrest and detention. The department will also continue to seek to increase the number of countries that sign the 1980 Convention on the Civil Aspects of International Child Abduction, and will provide assistance to signatory countries that face implementation difficulties.[33]
- To strengthen cooperation with federal partners such as Passport Canada, Citizenship and Immigration Canada and the Canada Border Services Agency, DFAIT will negotiate memorandums of understanding to enhance support and service delivery abroad.
- The department will provide increasingly consistent, strategic support in managing consular cases and directing other services to Canadians abroad, while strengthening engagement with international partners and missions in the management of complex situations.

With regard to the provision of advice to Canadians about foreign travel, the department will continue its outreach activities to inform the public about consular issues. Given the growth in travel by Canadians (over 53 million international visits in 2008), the department recognizes the need for innovative outreach initiatives to reach target audiences, including the need for significant improvements to its consular website.[34]

In light of the continuing situation arising from the January 12 earthquake in Haiti, DFAIT will provide enhanced emergency consular services as required.

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[33] www.hcch.net/index_en.php?act=conventions.text&cid=24
[34] www.voyage.gc.ca/index-eng.asp

Benefits to Canadians: Canadians will benefit from improvements in the management of emergencies that affect them outside Canada, increased coverage and more effective coordination and delivery of consular services, as well as focused information to guide foreign travel.

2.3.3 Program Activity 5: Passport Canada

Description: This program activity is responsible for issuing, revoking, withholding and recovering Canadian passports, as well as for providing instruction on their use. It issues secure Canadian travel documents by authenticating the identity and entitlement of applicants, facilitates the global travel of Canadians, and contributes to international and domestic security. It offers a wide variety of service channels to Canadians. Passport Canada, a special operating agency, manages and delivers this program activity using a full cost-recovery revolving fund. The main target group is Canadian citizens travelling abroad.[35]

Performance Expectations: This program activity contributes to the department's second strategic outcome (International Services for Canadians).

Program Activity 5: Passport Canada Human Resources (FTEs) and Planned Spending ($ millions)					
2010-2011		2011-2012		2012-2013	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
2,475	321.0[36]	2,660	362.5	3,031	347.4

Expected Result	Performance Indicators	Targets
Canadians receive innovative, reliable, consistent and accessible passport services.	Percentage of clients who indicate that they are satisfied with the passport services they have received	Nine out of 10 clients (90%) are satisfied to some extent with their overall service experience with Passport Canada
	Percentage of Canadians having access to a point of service within 100 km	95%

Planning Highlights (in relation to the departmental priorities listed in Section 1)

Over the planning period, Passport Canada will undertake the following initiatives:

- It will pursue excellence in global service delivery by ensuring that Canadians receive reliable and consistent service anywhere, by strengthening passport security, by improving identity verification and entitlement of applicants, and by enhancing management practices to better anticipate and respond to future needs.
- It will meet the demand for passport services and travel documents through the effective management of processes, including service management (application validation, verification of identity, entitlement decision, and production and delivery of travel documents), entitlement integrity (case management, investigations, and intelligence) and adjudication.
- Internal services (i.e. management, policy, oversight, and resource and asset management) will be efficiently administered. At the same time, the agency will pursue excellence in its stewardship of resources to support core program activities and other corporate obligations.
- The agency will continue to improve services to Canadians, strengthen its international platform, focus on core business and align with government priorities.
- It will simplify business practices and renew the business model with a view to both economy and effectiveness.
- The agency will continue to build an engaged workforce, a supportive workplace, and a learning environment aimed at renewed capacity building and competency profiles as well as innovation.
- The agency will pursue consultations with Canadians in preparation for the launch of the ePassport.
- In support of program priorities, key project investments planned by the agency will include the ePassport, leasehold life-cycle improvements for selected offices, and life-cycle upgrades of Local Area Network (LAN) rooms.

The ePassport: The objective is to fulfill the government's 2008 Budget commitment for a five- to 10-year ePassport that is recognized as a secure travel document domestically and internationally. The enhanced passport book will include new security features, incorporating an integrated circuit chip that contains a machine-readable photograph and biographical information as printed in the passport book. The ePassport initiative is scheduled for implementation in FY 2012-2013.

Leasehold life-cycle improvements: The objective is to provide operational leasehold life-cycle improvements or relocations for eight regional offices across Canada. Life-cycle improvements include upgrades for safer work environments and general

[35] The department is in the process of updating its Program Activity Architecture for 2011-2012. This description has been edited for readability.

[36] Includes planned spending for ePassport as per reprofiling request: 2010-2011 ($30.8M), 2011-2012 ($54.1M).

maintenance. Relocation of service offices will focus on sites with leases that are due to expire and locations where larger offices are needed to meet increased demand and/or production requirements.

IT LAN life-cycle upgrades: The objective is to increase the electrical and mechanical capacity of production and development LAN rooms to meet new requirements of enterprise solutions and to support IT infrastructure.

Benefits to Canadians: The Passport Canada program activity provides Canadians with innovative, reliable, timely, consistent, efficient and accessible passport services; an increased ability to gain entry to other countries, using authorized travel documents; a reduction in the fraudulent use of Canadian travel documents; and a decreased incidence of valid Canadian travel documents being held by ineligible parties. Canadians benefit from being able to access passport services through a variety of service channels. The domestic network consists of 33 regional offices, 197 receiving agents, Passport Canada headquarters, and mail-in services. Outside Canada, passport services are offered through Canada's missions abroad.

2.4 Strategic Outcome 3: Canada's International Platform

Description: On behalf of the Government of Canada, DFAIT maintains a mission network of infrastructure and services to enable the international operations of the government and its partners at missions abroad. This strategic outcome is supported by two program activities: Canada's International Platform: Support at Headquarters and Canada's International Platform: Support at Missions Abroad.

Benefits to Canadians: This strategic outcome provides benefits to Canadians by managing Canada's global network of missions, which serves as the international platform for government operations.

Performance Indicator	Target
Percentage of clients who responded favourably to common services they received	75%

2.4.1 Program Activity 6: Canada's International Platform: Support at Headquarters

Description: This program activity manages and delivers services and infrastructure at headquarters to enable Canada's representation abroad. The work is done in coordination with various branches, bureaus and divisions within DFAIT and with 31 federal and provincial departments and agencies located at missions abroad. The main target group is DFAIT's branches, bureaus and divisions, the Government of Canada's missions abroad, as well as federal and other partners operating at missions abroad.

As of December 2009, Canada's network abroad was made up of 7,598 Canada-based and locally engaged staff employed in 173 missions in 107 countries. Also included are 17 regional offices across Canada.[37]

Performance Expectations: This program activity contributes to DFAIT's third strategic outcome (Canada's International Platform) by providing a full range of infrastructure and related services to enable the Government of Canada to carry out its global operations.

[37] The department is in the process of updating its Program Activity Architecture for 2011-2012. This description has been edited for readability.

Program Activity 6: Canada's International Platform: Support at Headquarters					
Human Resources (FTEs) and Planned Spending ($ millions)					
2010-2011		2011-2012		2012-2013	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
1,177	356.1	1,171	354.6	1,171	309.3

Expected Result	Performance Indicators	Targets
Common services and support are efficient and cost-effective in supporting Canada's representation abroad.	A modified costing framework for common services to ensure proper allocation of resources to support Canada's representation abroad	Production of a modified costing framework document
	An updated framework for planning and managing changes to positions abroad[38]	Production of an updated framework document for planning and managing position changes abroad
	Extent to which the department meets its Strategic Review, Expenditure Review Committee and Budget 2006 reduction targets	100%

Planning Highlights (in relation to the departmental priorities listed in Section 1)

Work related to the international platform will focus on service excellence, value for money and a competent, motivated workforce.

Transforming the department: The department expects that requests for position changes at Canada's missions abroad will increase rapidly in the coming years. Between 2010 and 2013, an average of 350 changes per year is forecast, compared with the annual average of 160 between 2005 and 2009. This will increase demand for common services and infrastructure. As a result, DFAIT will need to invest in priority areas, as defined by this department and its federal partners, and will have to make reallocations to identify savings opportunities.

The following is a summary of the main work to be done over the planning period:

- Improved planning and forecasting—continued improvements in planning and forecasting, incorporating risk and contingency plans, will be driven by the program priorities of federal partners operating abroad. Among the specific initiatives:
    - the annual consultation with DFAIT's 31 partners at missions abroad on program and position changes will provide a basis for business planning and forecasting;
    - the costing framework for common services, which was revised in the last fiscal year, will be applied to ensure that financial costs in support of representation abroad are accurate and consistent with future growth projections, the new service model, and risk management;
    - an automated costing tool will be implemented to provide more efficient, timely and accurate costing for new positions abroad and to support interdepartmental planning; and
    - the common service model will be used for resource allocation and for determining the base resources needed for common service delivery in support of program growth abroad.
- Mission security—DFAIT will continue to make security enhancements at Canada's missions abroad to protect government personnel and assets. The department is completing a revision of the Manual of Security Instructions, which provides guidance to staff on security policy and procedures.
- Service standards—DFAIT will use the new Memorandum of Understanding on Operations and Support at Missions, approved by all 31 partners in April 2009, to guide efficient and cost-effective delivery of operations and common services. DFAIT will renew its service standards to examine the balance between price and services across all common services, in light of the introduction of savings initiatives. Finally, it will communicate and monitor its ongoing commitment to consistent and equitable delivery of common services, according to measurable service standards.
- DFAIT will continue to review its business processes to improve program delivery and administrative support within the mission network by:
    - simplifying the administration of the Foreign Service Directives and improving delivery of them to clients during the staff posting season;

[38] This performance indicator replaced the indicator referring to a master agreement, which was established in 2009. The new performance indicator will remain in place until an updated framework is established or until the department updates its PAA.

- developing and implementing a corporate automated pay, leave and benefits administration system for locally engaged staff that will standardize processes and systems and improve data integrity; and
- automating and improving budget tracking and monitoring related to monthly financial reports to Deputy Ministers. Information will be more easily consolidated for management decision making;

- Performance measurement—to monitor and measure its performance in common services delivery and support, DFAIT has established three key expected results: efficiency and cost-effectiveness in delivery; alignment with Government of Canada international priorities; and achievement of strategic review targets.

Benefits to Canadians: This program activity will benefit Canadians by providing the international platform required by Government of Canada departments and agencies that operate abroad. More specifically, it will:

- ensure that the allocation of DFAIT's human and financial resources at missions are aligned with the priorities of the department and government; and
- ensure that common services delivered at missions are as cost-effective and efficient as possible, based on clear service standards and expectations.

2.4.2 Program Activity 7: Canada's International Platform: Support at Missions Abroad

Description: This program activity manages and delivers services and infrastructure at Canada's missions to enable the Government of Canada's representation abroad. This work is done by coordinating with various branches, bureaus and divisions within DFAIT and with 31 federal and provincial departments and agencies located at missions abroad. It ensures that human resources, financial management, asset and materiel services, comptrollership, mail and diplomatic courier services, and acquisition of bandwidth are in place at missions to support Canada's international policy objectives and program delivery abroad. The main target group is the Government of Canada's network of missions abroad, departmental branches, bureaus and divisions, as well as 31 federal and other partners operating at missions abroad.[39]

Performance Expectations: This program activity contributes to DFAIT's third strategic outcome (Canada's International Platform) by providing a full range of infrastructure and related services to enable the Government of Canada to carry out its global operations.

Program Activity 7: Canada's International Platform: Support at Missions Abroad Human Resources (FTEs) and Planned Spending ($ millions)					
2010-2011		2011-2012		2012-2013	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
3,978	531.9	4,056	537.7	4,137	541.7

Expected Results	Performance Indicators	Targets
The department and its partners are satisfied with provision of common services.	Percentage of clients who respond favourably to common services they receive at missions	75%
	Service standards for all common services are in place	Establish baseline for common services
The department is responsive in addressing Canada's evolving presence abroad.	Percentage of approved mission opening/closing requests and approved position changes completed on schedule	95%

Planning Highlights (in relation to the departmental priorities listed in Section 1)

Work related to the international platform will focus on service excellence, value for money, and a competent, motivated workforce.

Afghanistan, including in the context of neighbouring countries—DFAIT will undertake responsive and timely deployment of common services in volatile and unstable environments, as follows:

- For its staff serving in Afghanistan, the department will develop a package of Foreign Service Directives benefits and will review hardship levels and rest and recreation levels. It will also identify the best means of support for reintegration of staff returning from assignments in stressful conflict areas.
- In Kabul, DFAIT will construct new staff quarters as a first step in site development, responding to security changes as required.

[39] The department is in the process of updating its Program Activity Architecture for 2011-2012. This description has been edited for readability.

- In Islamabad, DFAIT will build a new chancery compound. Once Cabinet approval is granted, construction of staff quarters will be the first priority.
- It will provide the necessary IM/IT support (secure communications, network capacity, equipment and personnel) in Afghanistan and Pakistan.

Transforming the department—the main initiatives to be undertaken over the planning period include:

- As part of augmenting Canada's presence abroad, DFAIT will support the opening and/or consolidation of missions in locations relevant to the Government of Canada's priorities. For instance, new missions will be opened in Doha (Qatar), Istanbul (Turkey) and Astana (Kazakhstan) in 2010-2011.
- DFAIT will continue to apply this model to all missions to ensure that the ratio of resources to programs is consistently allocated and to identify realignment opportunities. The model was applied to all missions in Asia, the Americas, the Middle East, and Africa in 2009-2010. In 2010-2011, DFAIT will apply the same resource rationalization to Canada's missions in Europe.
- Regional Service Centres are an important part of DFAIT's new service delivery model. Selected authorities and accountabilities will be shifted from headquarters to these centres to improve service responsiveness. Repetitive, resource-intensive tasks performed at missions will be shifted to these centres. The Regional Service Centre for Europe, the Middle East and Africa was launched in fall 2009. Two more Regional Services Centres, in the United States and the Americas will be developed and implemented in 2010-2011 and 2011-2012. DFAIT will continue to enhance the services and support provided by this centre by:
  - negotiating regional standing offers to realize volume discounts and just-in-time delivery for mission procurement (e.g. for vehicles, office machines, appliances and furnishings);
  - supporting large-scale maintenance and repair projects, establishing standing-offer agreements, and exploring regional outsourcing possibilities related to facilities management;
  - providing regional support for recruitment, training, and competency development of locally engaged staff; and
  - introducing an integrated online tool for managing and tracking service requests.
- Efforts to implement cost-saving measures, while continuing to ensure sustainability and service levels, have identified seven platform-wide savings initiatives, which the department will begin to implement in 2010-2011:
  - emergency employment cost recovery;
  - development of a staff quarters strategy and extension of private leases in certain markets;
  - vehicle fleet rationalization;
  - a Crown furniture review to reduce the cost of staff quarters and mission offices rentals, along with fit-up, renovations, maintenance and other property spending;
  - visit and event cost recovery;
  - elimination of air shipments of personal items for employees going on postings (except to areas where shipment by sea is not feasible); and
  - a reduction in Materiel Authorization Tables (certain small articles that staff can easily bring from Canada or purchase locally will no longer be provided at missions).
- DFAIT will continue to review its business processes to improve program delivery and administrative support within the mission network by:
  - implementing a portal to provide single-window access to the Foreign Service Directives;
  - developing and implementing a corporate automated pay, leave and benefits administration system for locally engaged staff that will standardize processes and systems and improve data integrity; and
  - expanding Shop@DFAIT to allow for more online purchasing of products and services at missions (e.g. vehicles, appliances, furnishings and office equipment).
- To monitor and measure its performance in common services delivery and support, DFAIT has established the following key expected results: efficiency and cost-effectiveness in delivery; service standards in place for all common services; a client satisfaction rate of 75 percent; alignment with Government of Canada international priorities; timely responses to mission opening and closing requests; and achievement of strategic review targets.

Benefits to Canadians: This program activity will benefit Canadians by providing the international platform required by Government of Canada departments and agencies that operate abroad. More specifically, it will:

- ensure that common services delivered at missions are as cost-effective and efficient as possible, based on clear service standards and expectations;
- continue to establish Regional Service Centres to better serve clients and stakeholders;
- continue to make security enhancements at Canada's missions abroad to protect government personnel and assets; and
- ensure that the allocation of DFAIT's human and financial resources is aligned with the priorities of the department and the government.

2.5 Internal Services

Description: Internal Services are the combination of process- and service-related activities that make possible all of the department's operations. Overall, Internal Services enable DFAIT to carry out its mandated functions and advance its strategic outcomes.

Performance Expectations: Internal Services contribute to all three of DFAIT's strategic outcomes and all five departmental priorities for 2010-2011, by providing the infrastructure and core functions required for the department's operations. Because Internal Services support all DFAIT priorities, the planning highlights subsection below is not organized according to priority.

Program Activity: Internal Services* Human Resources (FTEs) and Planned Spending ($ millions)					
2010-2011		2011-2012		2012-2013	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
1,258	87.4	1,259	75.8	1,261	69.7

* Unlike the corresponding tables for Program Activities 1 to 7, this table does not include expected results, performance indicators and targets. When DFAIT updates its Program Activity Architecture for 2011-2012, these elements will be identified for Internal Services.

Planning Highlights

It is important to note that DFAIT's Internal Services do not fit exactly under Treasury Board of Canada Secretariat's three main headings identified for this program activity (i.e. governance and management support, resource management services, and asset management services) and the related subheadings. In presenting the following planning highlights, DFAIT has tried to minimize the dissimilarities by using the TBS headings to the greatest possible extent and by showing how the elements that make up this department's unique set of Internal Services fit together in a logical and coherent manner.

Governance and Management Support: In any organization, the fundamental processes and structures related to governance and management support are essential to effective goal setting, decision making and delivery of measurable results. A key part of DFAIT's ongoing transformation agenda is to ensure that its governance and related machinery is updated, streamlined and functioning smoothly in order to keep the department as relevant and productive as possible.

Management and oversight—an organization's policy capacity and effectiveness is the driving force behind all its activities and results. Therefore, DFAIT is determined to further strengthen its policy capacity by:

- continuing to lead development of the government's foreign and trade policies and provision of related advice; and
- advancing policy integration and fuller engagement from all parts of the department, as well as from stakeholders (foreign and domestic), through increased collaboration with regional policy networks and public outreach on policy development.

Given the importance DFAIT has accorded to results-based management, it will encourage use of reliable performance information in support of decision making and ensure that the Integrated Corporate Business Plan shows how all DFAIT activities align with departmental priorities. It will also promote the best use of the annual TBS Management Accountability Framework review to reinforce a culture of continuous innovation and improvement. Further performance information and lessons learned will be generated by DFAIT's rigorous schedule of mission inspections, along with resulting recommendations on how to improve mission management and ensure appropriate support from headquarters. The department will also continue to audit transfer payment programs to ensure they are effective, transparent and accountable. DFAIT will update its risk-based audit plan to ensure that audit resources are focused on areas that will provide the most value to the department. DFAIT developed a multi-year Integrated Risk Management action plan, and will continue to implement key initiatives to create tangible improvements in planning and reporting, service delivery, policy advice, decision making, and accountability. Finally, the department will conduct evaluations to provide evidence-based findings and recommendations for senior managers on the value for money of DFAIT's policies and programs.

Communications—an effective government organization needs to be able to get clear messages out to target audiences, the taxpaying public in general, employees and stakeholders. Over the planning period, DFAIT will continue to provide full communications support to its Ministers and senior officials and to the government as a whole, using both new and conventional media. Of particular note in 2010-2011 will be communications related to Canada's hosting of the G8 and G20 summits, and the government's trade agenda in support of economic recovery and Canada's engagement in the Americas. DFAIT will develop and implement a senior management outreach strategy to partners and allies. Efforts will also be focused on the integration of DFAIT's trade and foreign affairs communications functions, a more efficient management of resources, and greater compliance with government-wide communications policies.

Legal— DFAIT is the principal source of advice to the Government of Canada on its legal rights on international law issues. The Legal function will support all of DFAIT's Strategic Outcomes, by:

- providing written and oral advocacy on behalf of Canada in international litigation;
- developing policy on international legal issues and providing operational services such as the negotiation and interpretation of international agreements;
- providing legal services to the public, including the authentication of documents, the espousal of international claims, and the maintenance of Canada's treaty registry; and
- ensuring that Canada's domestic legal regime is in accordance with its international obligations.

Values and ethics—DFAIT has produced a multi-year values and ethics plan that will focus on developing a DFAIT Code of Conduct. This will include an examination of departmental values and ethical risks, updated and targeted training initiatives based on identified needs, and an analysis of trends in harassment complaints and disclosure cases to determine any deficiencies and whether corresponding changes are required in departmental policies or approaches.

Resource Management and Asset Management Services: Effective organizations depend on strong resource and asset management services, including human resources, financial management and IM/IT.
Human resources (HR) management—DFAIT continues to align its HR management with its overall priorities to ensure that each priority is effectively resourced with the skilled staff needed to deliver results. Over the planning period, the department will focus its HR management on the following areas:

- Workforce of the future: DFAIT will further develop the Realignment of the Workforce initiative to ensure its human resources reflect departmental business needs and the transformation agenda, and are consistent with priorities in the departmental HR plan. It will continue efforts to fully comply with government-wide HR processes and systems.
- Data integrity: DFAIT will ensure that its system of record keeping reflects HR realities. It will focus on improving the accuracy of data currently in its Human Resources Management System (HRMS) and on increasing the timeliness of new data entries. This will allow the department to further develop its capacity for benchmarking/forecasting, and allow for improved HR management and decision making.
- Property and accommodations: The department will develop a management framework and investment plan pertaining to office accommodations at headquarters and at regional offices.
- Foreign-language training: DFAIT will provide intensified training to employees and will continue to catalogue its overall foreign-language capacity.

Financial management: At a time when the public is demanding greater accountability with respect to a solid return for taxpayers' money, DFAIT is keeping a focus on strengthened financial management. Its 2008 establishment of a Chief Financial Officer position includes a phased-in investment to increase DFAIT's expertise and capacity in corporate finance and contracting (through initiatives such as hiring specialized financial management advisers at headquarters and missions abroad to support reporting to Deputy Ministers) and to invest in related tools and systems (through efforts such as strengthening of funding submissions, budget analysis, financial forecasting, and reporting).

Information management and information technology: In a business environment demanding 24/7 electronic connectivity—something absolutely vital for an organization operating worldwide—DFAIT will update its strategic IM/IT plan for 2010-2015, based on consultations across the department. The department will coordinate activities that will enable it to fulfill its obligations under the Access to Information and Privacy legislation through increased use of software.

Benefits to Canadians: Internal Services benefit Canadians by enabling delivery of DFAIT's seven Program Activities. Internal Services provide value-added support in several ways, such as by:

- ensuring that DFAIT's overall governance structure facilitates the most effective and flexible decision making possible;
- getting DFAIT's messages out to target audiences in an effective manner;
- providing the right human and financial resources for DFAIT to advance its key and ongoing priorities;
- generating the most effective, results-based planning to ensure logic and cohesion of all DFAIT activities;
- conducting audits and inspections to ensure that DFAIT operations are transparent and accountable;
- ensuring that the technological tools that are essential to a global operation are in place at DFAIT; and
- working to maintain a DFAIT culture of continuous innovation and improvement.

Section 3: Supplementary Information

2.6 Summary of Supplementary Information Tables

Please note that the following tables are not published in the printed version of the *Report on Plans and Priorities*. They can be viewed at Treasury Board of Canada Secretariat.[40]

Table 1: Details on Transfer Payment Programs[41]

In 2010-2011, the department will be managing the following transfer payment programs in excess of $5 million:

- Table 1.1: Anti-Crime Capacity Building Program
- Table 1.2: Commonwealth Secretariat
- Table 1.3: Contributions under the Global Partnership Program for the Destruction, Disposal and Securing of Weapons and Materials of Mass Destruction and Related Expertise
- Table 1.4: Counter-Terrorism Capacity Building
- Table 1.5: Food and Agriculture Organization of the United Nations (FAO)
- Table 1.6: Global Commerce Support Program (GCSP)
- Table 1.7: Global Peace and Security Fund (GPSF)
- Table 1.8: Grants and Contributions in Aid of Academic Relations
- Table 1.9: International Atomic Energy Agency (IAEA)
- Table 1.10: International Criminal Court (ICC)
- Table 1.11: International Labour Organization (ILO)
- Table 1.12: International Organization of The Francophonie (OIF)
- Table 1.13: Investment Cooperation Program (ICP)
- Table 1.14: North Atlantic Treaty Organization (NATO), Civil Administration
- Table 1.15: Organisation for Economic Co-operation and Development (OECD)
- Table 1.16: Organization for Security and Cooperation in Europe (OSCE)
- Table 1.17: Organization of American States (OAS)
- Table 1.18: Payments in Lieu of Taxes on Diplomatic, Consular and International Organizations' Property in Canada
- Table 1.19: Projects and Development Activities Resulting from Francophonie Summits
- Table 1.20: UN Educational, Scientific and Cultural Organization (UNESCO)
- Table 1.21: UN Peacekeeping Operations
- Table 1.22: United Nations Organization (UN)
- Table 1.23: World Health Organization (WHO)
- Table 1.24: World Trade Organization (WTO)

Table 2: Up-Front Multi-Year Funding (Formerly Foundations)

In 2010-2011, the department will be reporting on the following up-front multi-year funding:

- Table 2.1: Asia Pacific Foundation of Canada
- Table 2.2: Centre for International Governance Innovation (CIGI)
- Table 2.3: Forum of Federations

Table 3: Green Procurement

Table 4: Horizontal Initiative—Global Peace and Security Fund (GPSF)

Table 5: Audits, Evaluations and Inspections

- Table 5.1: Internal Audits
- Table 5.2: Evaluations
- Table 5.3: Mission Inspections

Table 6: Sources of Respendable and Non-Respendable Revenue

Table 7: Summary of Capital Spending by Program Activity

[40] www.tbs-sct.gc.ca/rpp/2010-2011/index-eng.asp
[41] www.international.gc.ca/about-a_propos/Three_Year_Plan-Plan_triennal.aspx

Section 4: Contact Information

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613-944-4000 in the National Capital Region and outside Canada
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Web: www.international.gc.ca

Address: Enquiries Services (BCI)
Foreign Affairs and International Trade Canada
125 Sussex Drive
Ottawa, ON K1A 0G2

Email: enqserv@international.gc.ca
Media Services: 613-995-1874
Fax: 613-995-1405
613-995-1405

Passport Canada
Address: Passport Canada, Foreign Affairs and International Trade Canada
Gatineau, QC K1A 0G3
Tel.: 1-800-567-6868 toll free in Canada and the United States
TTY: 819-997-8338 or 1-866-255-7655
Web: www.ppt.gc.ca

DFAIT's Portfolio

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Address: 1100 – 50 O'Connor Street
Ottawa, ON K1A 0S6
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Fax: 613-995-2121
Web: www.ccc.ca

Canadian International Development Agency
Address: 200 Promenade du Portage
Gatineau, QC K1A 0G4
Tel.: 1-800-230-6349 toll free in Canada or 819-997-5006 in the National Capital Region and outside Canada
Fax: 819-953-6088
Web: www.acdi-cida.gc.ca

Export Development Canada
Address: 151 O'Connor Street
Ottawa, ON K1A 1K3
Tel.: 613-598-2500
Fax: 613-237-2690
TTY: 1-866-574-0451
Web: www.edc.ca

International Development Research Centre
Address: 150 Kent Street
Ottawa, ON K1P 0B2
Postal Address: P.O. Box 8500
Ottawa, ON K1G 3H9
Tel.: 613-236-6163
Fax: 613-238-7230
Web: www.idrc.ca

International Joint Commission
Address: Canadian Sector
234 Laurier Avenue West
22nd Floor
Ottawa, ON K1P 6K6
Tel.: 613-947-1420
Reception: 613-995-2984
Fax: 613-993-5583
Web: www.ijc.org

North American Free Trade Agreement
Address: Canadian Section
Suite 705
90 Sparks Street
Ottawa, ON K1P 5B4
Tel.: 613-992-9388
Fax: 613-992-9392
Web: www.nafta-alena.gc.ca/

Rights & Democracy: International Centre for Human Rights and Democratic Development
Address: Suite 1100
1001 de Maisonneuve Boulevard East
Montreal, QC H2L 4P9
Tel.: 514-283-6073 or 1-877-736-3833
Fax: 514-283-3792
Web: www.ichrdd.ca

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